

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



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On The Cover



THE operations of Pittsburgh Plate Glass Company have outgrown its familiar name. Today, this Company "majors" in plastics, paints, brushes and chemicals in addition to the glass with which most Americans identify it. But Pittsburgh Plate's President Harry B. Higgins, himself, has not outgrown his interest in foremen and front-line management problems—even while his personal operations find him "majoring" in half a dozen leading American corporations and a host of other important activities.

In PPG's plants are several NAF management clubs, some of whose good-manager members have made your acquaintance through these pages—as "Mr. Joe" (Joseph A. Weiber, assistant foreman in the Brush Division at Baltimore) in our March, 1949 "Men of Management" column. Mr. Higgins himself is a member of the National Reference Committee of The National Association of Foremen and that by no means takes the measure of his activities in assisting American foremen to do a better management job. It is a genuine pleasure to present him this month to our forty thousand "foremen" readers.

Harry B. Higgins was born in Newburyport, Massachusetts, September 7, 1881, the son of the late James H. and Alice A. Chesney Higgins. Mr. Higgins' father engaged in the newspaper publishing business and was a former publisher of the BOSTON MORNING HERALD and EVENING TRANSCRIPT.

His early education was received in the public schools and high school at Newburyport. He attended Harvard University from which he was graduated in 1904 with a Bachelor of Arts degree. A short time after graduation he joined the Minneapolis warehouse of the Pittsburgh Plate Glass Company as a stenographer. He was made assistant manager at Minneapolis in 1909.

Mr. Higgins' steady progress with the Company was marked again in 1912 when he was named manager of the Kansas City warehouse, which position he held until 1917. In 1917 he was promoted to the position of manager of Plate Glass Sales with offices in Pittsburgh. In 1925 he was appointed general sales manager and three years later became a vice president. Appointed executive vice president in

(Continued Page 34)

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MAGAZINE OF MANAGEMENT MEN OF AMERICA

Volume 1

APRIL 1949

Number 8

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MANAGE April 1949



We Look At WASHINGTON

IT doesn't make the newspaper headlines or even columns, but compulsory recognition of foremen's unions is one of the issues now receiving the greatest amount of attention and causing the most concern in the current Congressional fight over repeal of the Taft-Hartley Act.

There are at least 25 issues which may be offered in the form of amendments to the administration bill which was reported out by the Senate Labor Committee when this measure is debated on the Senate floor. Of this number, three are considered most vital to American industry and the maintenance of the present economic structure. Compulsory collective bargaining with unions of foremen or supervisors is one of these three.

The Senate Labor Committee has closed its hearings. It is significant that most of the witnesses representing management spoke on the issue of supervisors' unions to some extent, and practically every written statement submitted to this Committee dealt with it. Indeed a large number of these statements discussed only this issue. This was true of the statement and testimony of the Ford Motor Car Company which related the first-hand experience of that company in bargaining collectively with a foreman's union and the disastrous results which flowed from it.

Hearings commenced before the House Labor Committee on March 7 and presently are scheduled to close on March 18. It is possible that these hearing dates will be extended by the House as was done in the Senate. Hundreds of requests to appear and testify are on file with the Clerk of the House Committee at this writing. We believe you will see a repetition of the emphasis on the foreman issue before this Committee of the Congress.

The Foremen's League for Education and Association offered testimony through its secretary and submitted a written statement to the Senate Committee. It has also filed a statement and submitted testimony to the House Committee. In addition to its secretary, two foremen testified before the latter committee.

George Drieske, a foreman in the Detroit plant of the Murray Corporation of America, represented mass production industry in that area. He said in part:

"I believe that unions for the rank and file are a good thing. But a union

for supervisions is different! A union is no good for foremen."

This man spoke from experience. He has been a Murray Corporation employ for fifteen years, was a member of the UAW-CIO while a production worker, has been a foreman for about seven years, and for a short period was a member of the foremen's union.

Alec Wilson of the Robertshaw-Fulton Controls Company of Youngwood, Pennsylvania, also testified, representing smaller industry located in a smaller city. Mr. Wilson likewise graduated out of the production ranks to foremanship and was a foreman both during the war period and since. This man is a past president of his NAF club, and NAF members will be happy to know that he made a fine

By

Harry P. Jeffrey

NAF

Legal Counsel



appearance before the Committee.

It is possible that the House Labor Committee will report out the administration bill without amendment as was done in the Senate. This does not mean that the struggle to maintain the foreman as a part of management is lost. This measure will be debated at length and will be amended to a greater or lesser extent on the floor of both houses of the Congress.

At the time this report is written, it is impossible to predict when these measures will be brought up for action in either the Senate or the House, or what the outcome on this issue will be. It appears unlikely that action will be taken in either chamber until after April 1, but the legislative program can be changed over night. The vote in the House Labor Committee on the wage and hour bill was thirteen to twelve. This seems to indicate that the vote on labor legislation will be a nip and tuck affair.

Although polls have lost much of their popularity, intelligent research can be both instructive and helpful. The Public Opinion Institute of Princeton, New Jersey, under the direction of Dr. Claude Robinson, has conducted an

(Continued Page 17)

Our Contributors

Mr. Harry L. Wylie whose penetrating feature "P.D.Q. and Supervision" will hit its mark time and again as you think of your own industrial experiences, is admired by his many associates for his forthrightness, his keen insight and his hard-earned ability (his work day only occasionally ends at midnight—more often later).

Born a Buckeye (Columbus, June 1, 1902), he graduated from Ohio State University and became associated with The Pure Oil Company in 1924. He has since served his Company as office manager, employment manager, assistant personnel director, budget director, and is presently assistant secretary-treasurer. He has also engaged concurrently in more than 13 years of teaching—is professor of management, Northwestern University.

Mr. Wylie is author of "Practical Office Management" and of "Office Organization and Management" (both Prentice-Hall, Inc.) and "Manual for Employment Executives" (Ferguson) as well as contributor to numerous trade and professional magazines. Member: Chicago Association of Commerce, American Management Association, National Office Management Association (past officer) and other professional societies. He is also a management consultant in personnel training, testing, and administrative techniques.

Married . . . two children . . . resides in Evanston, Illinois. Hobbies (for which he still finds time): gardening, bridge and other people's problems.

It's a pleasure to present your ideas, Mr. Wylie.

Mr. Herman H. Doehler, Board Chairman of Doehler-Jarvis Corporation, is personally visiting NAF management clubs in his Company—sharing with them his experiences in dealing with their Company problems at the executive level. Not much on the executive agenda is more important these days. We are certain that every man on the Doehler-Jarvis management team will carry out his responsibilities with much more enthusiasm and far greater understanding as a consequence.

Herman Doehler, a German immigrant, arrived in America in 1891—practically penniless as most of the others in those days. Ten years later he was carrying on experiments in metal casting and casting machines. His first company, organized 1904, boasted of one die casting machine (his first patent 1905). In 1908 the Doehler Die Casting Company was incorporated in New York state—six machines and about 50 employees.

When his Company consolidated with the W. B. Jarvis Company (1945) Mr. Doehler became chairman of the Board of the Doehler-Jarvis Corporation. Today, 45 years after his entry into American industry, the Corporation has seven modern casting and finishing plants—more than 8,000 employees de-

(Continued Page 34)

April 1949 MANAGE

If Foremen used the Suggestion Box to order tools . . .

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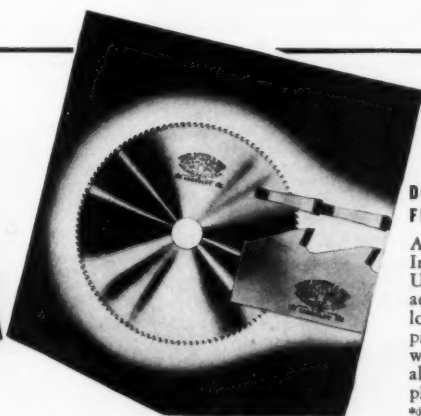
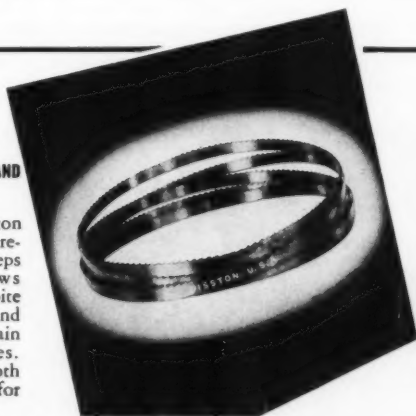
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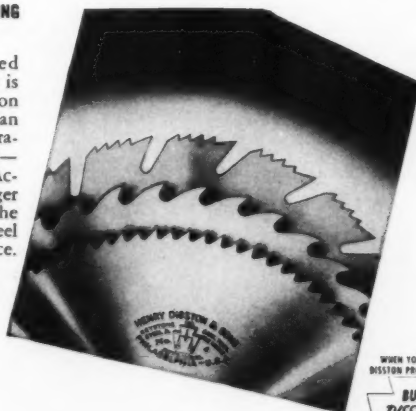
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Activities . . . Here And There



CARBORUNDUM FOREMEN'S CLUB holds its annual party, with the ladies as guests of honor at the General Brock, Niagara Falls, Ontario. Photographed during the evening were Club prominents (left to right): Walter Scott, treasurer; Hartley Eaton, president;



Donald Clayton, NAF national director; William Ruffner, secretary. Following the festivities, the boys were "back on the mound" pitching hard, for even better service for those Carborundum abrasives' customers.



Teams of Sherwin-Williams (left) and Wyman-Gordon Management Clubs when the latter turned tables and won a return match on



Burr Oak Lanes in Chicago recently. The S-W group plans other matches with local NAF management clubs.



Members and guests of National Tube Supervisors' Club giving Fred Smith a well deserved hand after his address on "Human Relations" during recent meeting—and officers and the guest

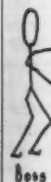


speaker (left to right—front): M. Schmidt, C. Falconer, E. Hadberg, Fred Smith, C. Wynn; (back): M. Cavalier, V. Erickson, W. Thorpe, H. Tomb, L. Klausman, J. K. Gunnett.

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P.D.Q.* AND SUPERVISION

"The Defined Objectives Of Top Management Will Influence The Degree To Which A Supervisor Can Sell Himself. Both Levels Of Management Must Have An Understanding Of And An Appreciation For Sound Supervisory Techniques."

By Harry L. Wylie

Assistant Secretary-Treasurer, The Pure Oil Company
Member of Faculty, Department of Management, Northwestern University.

(Match-stick illustrations by the author)

It has been said that ninety per cent of the failures of employees to successfully meet the requirements of their jobs are due to personality failures. What has not been clearly said is that these personality or temperament failures may either be (1) the incumbents' emotional instability or (2) they may result from the supervisors' ineptness. Many (too many) supervisors still believe that the best method of directing the employees' efforts is to periodically "cut the employee down to size". Few things can be so irritating as the cold, impersonal and disinterested stare of a supervisor who is playing at being an important executive and who never hesitates to display his annoyance at the interruptions occasioned by interviews and conferences with employees.

Top-management has been bombarded by the more pressing problems arising out of the present day economic situation—the problems of sales management, financial management, budgetary control, factory expansion, inventory control and contact with the Government have taken priority over the more prosaic problem of teaching supervisors how to be rational human beings. If this sounds critical, it has accomplished its purpose because it is critical. Those, in top-management, who deal with the employees at the work level and in the job atmosphere know that many of the present day personnel problems result from unsatisfactory and disquieting relationships with the immediate supervisory staff. Most companies have expended large sums and considerable energy in im-

proving the physical comfort and convenience of their employees.

Coffee shops, acoustical ceilings, rest periods, posture chairs, functional desks, eye-appealing decorations, shorter work weeks, group insurance of various kinds are but a few of the things done for the employees' physical comfort—and yet, relatively little has been done for the *mental comfort*. Many grievances arise from the attitude of the supervisor; however, few of these grievances ever come to management's attention labeled as personality conflicts, and if they do, they are so worded that it appears that a *difficult employee* is involved. Because attitude is hard to define and difficult to defend, the personality conflicts become more tangible in their osmosis to top-management level and they are labeled accordingly as wage conflicts, work conflict, insubordination, inefficiency, etc. In a few words, many of the grievances, conflicts, disputes, or dissatisfactions (call them what you will) are accepted at face value rather than isolating them and tracing them back to their origin and capturing their true cause.

Management Is An Attitude

The field of professional management is more an attitude than it is a technique. In large organizations management grows so far away from the *feel and pulse* of the organization that it loses the personal touch. Every top-manager should have an organization



MEET PURE OIL'S WYLIE—trenchant in it, as: "Some men grow with responsibilities while others just swell"—yet admirably fair, always, and an outspoken friend of the supervisor, as: "The best salesmen we have (speaking about the American competitive system) are our supervisors—all they need is the training, the recognition and the real opportunity to do a job." (Photo by Continental.)

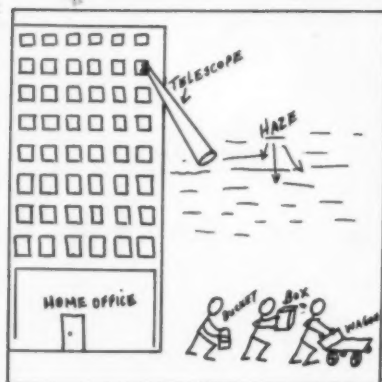


Come here, shorty, I'll cut you down to fit your britches.



Are you comfortable, you rat?

* Personality Development Quotient



Wish I could see what they are doing!

chart in his office showing the entire personnel—this is more psychological than practical—to remind him that there are numerous "John Joneses", "Mary Louises" and hundreds of "little people" who are in fact carrying out the organization objectives at the firing line.

All through the business and industrial world no one argues against the thesis that "personality" is the one biggest contributant to success—hours of lip service are rendered to that theme—yet, most of us believe that personality development is an individual problem and a private matter. We teach techniques, but we crawl in our shell when we broach the subject of teaching attitudes.

It's a poor commentary when the employees must bide their time and wait until the boss is in a good humor in order to present a suggestion, make a request, or state a grievance. This happens in hundreds of organizations where mood management is the rule—



Is this trip necessary?

where discipline, reward and action vacillate in arithmetic relationship to the activity of an ulcer or the gyrations of the blood pressure.

Management and supervision are professionals and the requirements should include the ability to subordinate personal prejudices and suppress the vagaries of emotional swings. This brings up the subject of the P.D.Q.—

personality development quotient—and takes the subject in a circle to the beginning again because (1) personality development is important; (2) personality development depends on attitude; and (3) management is an attitude—hence the willingness to teach supervision "how to supervise" depends on management's attitude.

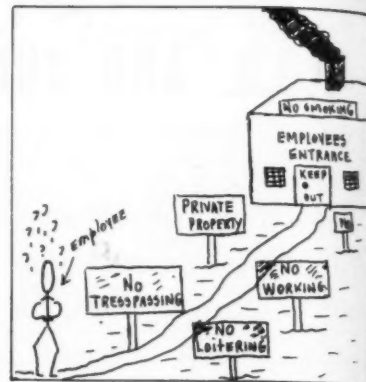
Personalize The Company

The personalization of the company's objectives and the interpretation and application of its policies rest with the immediate supervisor. The success of club or association is in a large measure dependent upon the extent to which its members feel a personal interest. The success of unions in part can be laid to the shop steward system



First impressions may be lasting.

whereby every union member has a source of immediate contact with the union (and the union has a source of contact with the member) and therefore, a personalization of union interests. A perfect and successful host is one who makes each guest feel at ease, important and "special" as if the party were for him. A successful speaker, is one who can make each person in his audience personalize his address and feel that the speaker is really speaking to him. Look around many offices and in most factories and read the negative signs of instruction: "Private Property—Keep Out"; "No Admittance"; "No Trespassing"; "Danger, Keep Out". Even the signs that bespeak of the employees' welfare are negative: "Positively No Smoking"; "Do Not Stand on Platform"; "Restricted Area"; etc. That is not to say that signs should not be used, but it to say that we should not overemphasize the negative or restrictive approach. We give every indication that the property, whatever it may be, is privately owned and that the employee is after all tolerated because of necessity. One executive refers to the clerical employees as "damned clerks" and his conduct reflects his attitude. The employees who work in that atmosphere never say "our company" because they are never permitted to forget that it isn't their company. High morale and enthusiastic responsiveness is seldom attained unless the employees



The power of suggestion

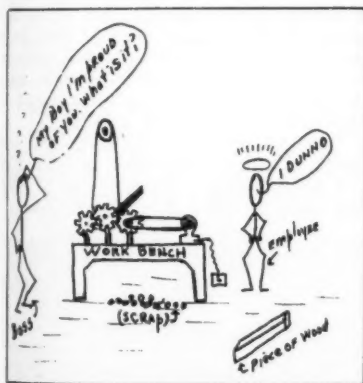
have a feeling of possessiveness about their jobs and their work. They should "feel at home" on their jobs, and be comfortable and relaxed (not idle). The writer attended a luncheon meeting at one of Chicago's prominent hotels—there were about one thousand persons in attendance. Obviously the confusion in serving so many was apparent. One of the young waiters in a spirit of helpfulness started serving the plates from the serving tray in order to relieve the congestion at other tables where the guests were becoming impatient. The older waiter flew into a rage and berated the lad when he had observed what the boy was doing. The lad was confused and embarrassed and the guests expressed themselves in various ways according to their attitudes. A personnel executive at the table made a very pointed observation: "There is an example of employee relationships. The division of responsibility must be recognized and followed; yet, the work must be completed. The lad displayed initiative—the waiter displayed possessiveness because they were his tables. In an effort to help and do what must be done, the youngster appropriated someone else's responsibility." We watched the sequel. The head waiter came over and "took a hand" and served two or three plates and then suggested to the waiter that the boy assist him in serving the guests. Responsibility was thus reestablished and the willingness to help which was commendable was not stifled. "Jurisdiction" can be an annoying condition and can lead to delays in work completion. However, at the work level (and in the executive level as well) fixed responsibility is a valued and sacred thing and incursions can lead to difficulties. Organization lines should be followed with very few exceptions. A vicious and uncontrolled ambition which appropriates through aggressiveness the responsibilities of others, can soon demoralize an organization. The organization structure is the means of effectuating the plans of a company—the policies are the rules or guides under which the plans are carried to completion—both are intended to define, allocate and personalize the activities of each person in the organization.

Suggestions For Developing P.D.Q.

Usually the suggestions for improving the "personality development quotient" (P.D.Q.) of supervisors are so elementary that we take them for granted. For the purposes of the record, we summarize some of the more obvious but often forgotten suggestions.

1. *Give Credit when credit is due.* Approval, like seasoning, must be used with discretion — overabundant use dulls the taste. Overlavishness of compliment and back slapping soon rings with insincerity and loses its purpose. When a good job has been done, when performance beyond the normal or ordinary line of duty has been given, a sincere show of appreciation and a well-turned compliment go a long way to inspire toward continued effort.

Ultimately "credit" takes on a more tangible aspect—promotion and financial reward must be given and it must be given on the basis of merit. Continued high level of performance and a cooperative attitude should be rewarded. There is a large area which we will call the "industrial no-man's land". It is located in the space of time between raises and between promotions—in this area the employee is supposed to be self-generating in his inspiration and incentive. His last raise is considered as being sufficient to keep him interested until the next one comes along. In this no-man's land or incentive vacuum, the non-financial incentive is very helpful—praise and expressions of appreciation go a long way in maintaining enthusiasm and responsiveness.

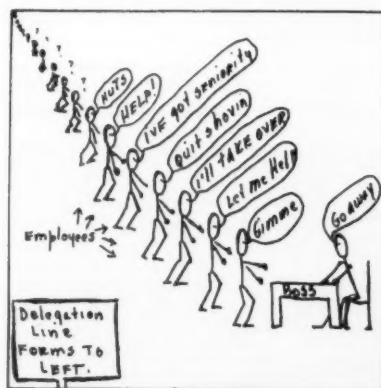


Give credit WHERE credit is due.

2. *Delegate responsibilities.* Delegation is the technique whereby executive ability is made effective. It is in this area that many executives fail because they will not delegate part of their responsibilities to others—they will not teach others how to assume those responsibilities. One man rule may expedite action and facilitate decisions but it does not produce flexibility within the organization. Every key position should have an understudy. Delegation may be either formal or informal. Formal delegation usually involves the designation of an

employee as the *official understudy* or *assistant* and the organization chart so indicates the structural change. Informal delegation is that delegation made by a supervisor in the ordinary course of business activities within a department or unit and does not involve official approval or designation. By far the greater portion of delegation is informal—i.e., the daily assignment of duties and responsibilities that customarily fall to the supervisor but which are passed on to others for execution with the supervisor retaining the element of *accountability*. Too many supervisors are unwilling to make unofficial delegation of some of their responsibilities because of the element of accountability—they think that an *official approval* of the delegated task relieves them of the risk of being held accountable for the performance of a subordinate. Every supervisor, executive and officer is accountable for the performance of his subordinate regardless of whether the performance results from official or unofficial delegation. This unwillingness to assume responsibilities and recognize the element of accountability has limited the progress of many supervisors. In an effort to control performance one supervisor reads every letter written in his department, checks every statement, and personally directs the work—this supervisor spends 90 per cent of his time on work production and only 10 per cent on training and human relations—and nothing on planning and improvement. Yet, he tells his top-management that he has more than he can do.

A supervisor that carefully selects his personnel, explains his requests, permits his employees to use initiative, and shares the credit for good performance, will have a hard-hitting, flexible and enthusiastic group of associates.

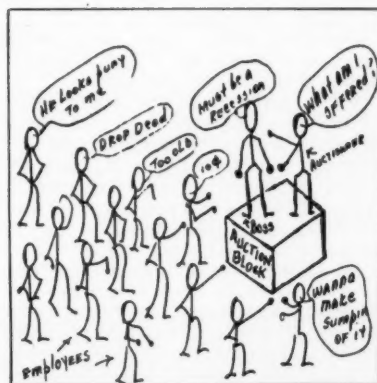


Delegate responsibilities.

3. *Sell Yourself.* Basically we are all salesmen in that we are consciously or unconsciously trying to gain approval for our conduct. Like salesmen we meet with varying degrees of success depending on the intensity of our application, our sincerity and our techniques. Personal selling can be overdone—we can be too aggressive. Selling yourself as it is used here means

the favorable influence of the attitude of others so that the objectives can be successfully accomplished. Selling yourself requires a long range program. Much has been written on this subject. It is in itself an inspirational topic that necessarily starts with attitude and ends with methods.

What makes a successful supervisor? What characteristics does he possess? Before these questions can be answered—another question must be asked—it is an important question. To whom is he directing his efforts of selling himself? In some cases the supervisor may sell himself to his employees (subordinates) and completely fail to register with top-management for the simple reason that the standards of appraisal of one group may be inconsistent with and contrary to the standards of another. Management may require economy of operation as measured in short cycles or they may require production exclusive of other considerations, whereas the supervisor may be developing a long range program and a completely balanced organization, the benefits of which will be permanent but not fully attainable for some time in the future. The defined objectives of top-management will influence the degree to which a supervisor can sell himself. Both levels of management must have an understanding of and an appreciation for sound supervisory techniques. There must be a homogeneous interest in human relations as it influences production, planning and control.



Always sell yourself to your employees.

Assuming, therefore, that top-management lays emphasis on sound employee relations and has established standards of appraisal for supervisory effectiveness that recognize the importance of the supervisor in the employee relations formula, the personal characteristics which sell a supervisor to the employees are suggested as being:

(1) *Be forthright.* Place your daily contacts with the employees "above the board"—say what you mean and mean what you say. Do not hide behind top-management and blame them for your own deficiencies. Make no promises that

(Continued Page 30)



First plant of Doehler Die Casting Company (1907)—"Any new enterprise is a gambler's risk When I started to develop my die-casting process, I had \$300 borrowed first from relatives and friends who believed in me you could attract venture money, because if you succeeded you could reward the men who took the risk."

This Is The Story Which An Industrialist Who Was Once A Penniless Immigrant Is Telling His Foremen And Supervisors At Their Management Club Meetings About The Problems Of Directing An American Enterprise.

WHAT CAN A CHIEF EXECUTIVE SAY TO HIS MANAGEMENT MEN

NEVER in the history of our country has there been greater need for the individual to understand the economic and financial workings of our society because today these relationships are vitally affecting each man's life. Therefore, I felt that some of the more important developments and situations affecting the way we live and work together these days would be a good subject to talk over with you tonight.

First, let's analyze why it is that we find ourselves in our present chaotic economic and financial condition.

There are many causes, but certainly one major reason for it is the destruction and cost of the last war.

We actually spent 600 billion dollars to wage the last war. That vast amount of money was spent mostly for destruction and is practically a total loss. For you to realize what 600 billion dollars really is, let me tell you that it is more than the appraised value of all the property in the United States.

It does not take a professor or a

philosopher to realize or to understand that we cannot spend 600 billion dollars and not weaken our financial structure and not upset economic conditions affecting all of us. The sooner you fully realize the tremendous effect this destruction and these expenses of war had on our economy, the quicker you will understand why the present road to recovery is so tedious and so tortuous.

A European needs no further proof than to look at the ruins of his home, the ruins of the factory where he worked, and to feel the hunger pains that tell him in a most convincing way what the war did to him.

But in this country we have our properties intact and there is no stark destruction to remind us of the war. Nevertheless we have plenty of economic and financial pains to refresh our memory.

War Pains

One of these pains is our enormous

debt of about 400 billion dollars. That debt breaks down as follows:

	Billions
Federal government debt about	259
State & local govt. debt about	14
Corp. debts & private debts about	139
	412

Just as it is in private life, there is only one way to pay off a debt; and that is to work, to earn and to save. If we don't do all three we are heading for economic collapse. The great illusion of people is the belief that government debts do not concern them individually. They imagine it is up to the government to take care of that debt and that their individual small savings, plus the few government bonds they own, cannot possibly have the slightest effect on our economic status.

Nothing could be further from the truth. Government debt is your and my debt—there is nobody else to pass the buck to when it must be paid.



Doehler-Jarvis Plant No. 2 at Toledo—it grew from a hand-operated machine, now on display in the Smithsonian Institute in Washington.

By H. H. Doehler
Chairman of the Board
Doehler-Jarvis Corporation

We must realize that no government ever created wealth—government only spends wealth. Wealth can be created only by the work of individuals, whether chairman of the board or sweeper in a shop. No matter how painful it is, we must support the government by paying taxes and by buying government bonds. And work and saving is the only solution to creating wealth or paying debts.

Besides this great national debt, there is another war pain we suffer from. That second pain is inflation.

There are two kinds of inflation, "orderly" inflation and "disorderly" inflation.

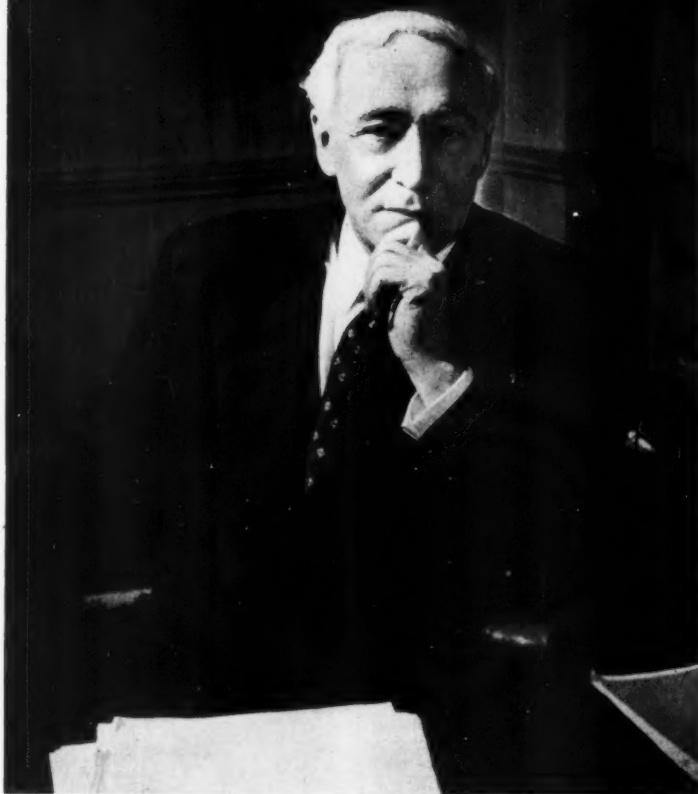
Disorderly inflation, like that which they have had in Europe, is created by lack of confidence in government. When the people begin to fear that their money is becoming worthless, a mad rush begins to turn money into property holdings. Thereby a disorderly uncontrolled inflation is started that usually ends in disaster and complete collapse. Most of the time it ends by making the old money worthless and that is followed by discarding the old currency entirely with the offering of new money of fixed value.

So-called "orderly inflation" on the other hand is caused by government printing more and more paper money. This is usually done only to meet great emergencies like a war. A war has to be won at all cost and such measures, like printing more paper money, may be forced upon the government. That action is possibly best expressed by the old saying, "Anything is fair in love and war."

The natural consequence of printing more paper money is a dollar of less purchasing power. That, of course, is also a means of reducing war debts. All war debts, if ever paid, are always paid with money of much reduced values. The saddest part about these maneuvers is the effect it has on the man who has worked and saved his own money.

But fortunately money is not everything in life, and we have patriotic duties to support our government, especially when it has won a war. In the course of time some adjustments in our government finances will occur by absorbing the new money and inflation will diminish.

Fortunately also, there are some orderly inflations which are only temporary inflations created by a shortage of goods which people with plentiful money want to buy. When this happens we have a bidding contest, like an auction sale, where goods are sold to the highest bidder. It is simply a combination of too much money to bid for too small a supply of things to buy. Such temporary inflations usually adjust themselves when sufficient goods are produced to satisfy demand.



Board Chairman Doehler who agreed "not to jump out of the window." (Photo by Tommy Weber).

How To Relieve The Pain

The present inflation from which we are suffering is partly a temporary inflation and partly an orderly devalued dollar inflation. There is only one cure for it and that is production—by creating goods to satisfy the demand of goods. Again it must be realized that this can be done only by the efforts of all individuals working together. It is the obligation of each of us to work, to create, to save, and requires a combination of efforts, including you and me. If all of us who are workers pull together inflation can be stopped.

When I say all workers I want to be very emphatic on one point. The factory workers must not have the false notion that wealth is created mainly through their efforts alone. It is to their interest to realize that nothing could be done without capital and management. Capital, management and workers are a team. All must work together.

What really is capital? Capital is nothing more than the savings of individuals, plus profits saved up by companies. Capital furnishes to the worker the necessary tools and machines. Without those machines and tools, the worker would be helpless. Our tools and our skills in using them are the only difference between what we can produce and what the cave man could produce.

And there is management, which must wisely direct the use of capital;

first, by buying tools and machines, and second, by guiding the efforts of the workers.

This industrial trinity of workers, capital and management is mainly responsible for making the American standard of living the highest in the world. Neither the worker by himself, nor capital by itself, nor management by itself could have achieved our much-envied American high standard of living.

I mentioned before that capital is, in part, the profits saved up by companies. Sometimes I hear inexperienced men speak of our Profit System. That is not correct. We are operating under a Profit and Loss System.

Would it surprise you to learn from actual statistics that a large proportion of all business concerns operate at a loss?

From data of the U. S. Bureau of Internal Revenue, prepared and presented by the Conference Board, the record indicates that during the 27 years, 1916 to 1943, almost half of the companies each year reported losses.

Let me put it to you in very plain language. Why any sane man under today's regulations should want to risk his savings in new ventures, is beyond my understanding.

Would you invest your hard-earned savings in a new venture, when under our present Profit and Loss system, all losses are to be borne by you, 100%, but profits will be taken by the govern-

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EUROPE'S FOREMEN RATE HIGH, BUT....

By Whiting Williams
Contributing Editor
Counsel in Employee and Public Relations

AS a young lad back in Scotland," so a successful American executive related, "I learned the business by working alongside all types of men in my father's shipyard. As one of them, I used regularly to pick them up to and from work in my little car. But the day I was made a foreman or 'gaffer', Dad made me give up this practise—said it would lessen my new job's dignity and high status!"

Workers Doff Their Caps To Foremen

Later, in the big Krupp plant at Essen, Germany, I was reminded of this same broad gap which, everywhere in Europe, separates the foreman and other industrial officials from their workers. There a foreman was deputed to show me around the huge, miles-long establishment. Besides indicating his managerial standing by wearing a derby as a sort of official badge, he had to tip it constantly because all the ordinary workers doffed their caps to him! Of course, as his guest, I had to keep up with him and his politeness. At the trip's end, accordingly, my own arm was almost paralyzed!

One reason for this notable social differential enjoyed by the supervisor abroad is because he is much less likely than here amongst us to be chosen from the ranks. This in turn is because, "over there", the "rankers" regularly expect and are expected to remain permanently in a fixed and static "working class". Another reason for the size of the foreman's differential is that this "working class" lives on a level much below the one we enjoy here.

Thus, the British worker, besides being denied anything resembling an American wage-earner's chance at promotion, must be content, even in normal times, with a level of living less than half of ours. In France, this is less than one-third and in Italy considerably below that. In general, it is a big under-statement of the prevailing difference to say that, whereas all our workers expect to drive a car, most of Europe's wage-earners consider themselves lucky to own a bicycle!

A few years ago I revisited the French factory where I had labored shortly after World War One and had occasion to ask the plant's union leader how he was getting along with management.

"Just now," he replied, "we are trying hard to persuade *Monsieur le Directeur* to give us more parking space."

That sounded fine, just like home—until he explained that, of course, he

was trying to protect his members' bikes!

A very noticeable feature of most plant-yards over there—also in Canada—is the long rows of racks and narrow roofs provided for this purpose. In Stockholm you also see open downtown lots which furnish similar parking space for business-people and shoppers.

Imagine! A Worker Wanting One Meat Meal A Day For His Family

This same lower level of existence means, of course, a big difference in, for instance, the kind of food enjoyed



The author as a worker in a North France steel plant: "My personal problem was to drink enough to be polite but not so much as to make their—and my own—French conversation completely un-intelligible."

by the "working class". Believe it or not, the newspapers of Belgium, some years ago, carried on a hot discussion about the wage earner who had the audacity to claim that all the members of his family should expect to join him in one meal of meat per day! At my labor-gang boarding-house in North France, we could all help ourselves freely to bread and potatoes but always the precious meat was passed over to us on the fork of the very careful, albeit very fair and even-handed, landlady. Today in France horse-meat appears everywhere to enjoy good acceptance. I think I've never eaten it. But no visitor can be sure!

In Russia, during the summer of '33, everybody would have thanked God for a good piece of horse or for that matter, of dog or cat! For during the preceding winter the deaths from starvation totalled at least four millions!

To me as a visiting job-seeker in France, this lower living level brought more specific discomfort. Of course, in

some of our American worker boarding-houses I encountered bedbugs. But nothing like so often as in Europe. Besides suffering from these every night in that same French rooming-house or *estaminet*, every meal meant a constant battle with such a crowd of hungry flies, busily commuting between the table and a smelly toilet ten feet away, that we all had to feed ourselves with one hand while we tried to chase them away with the other!

Britain provided no tables quite as bad as that. But in one of its steel-towns, the bedbugs and fleas were so numerous and so hungry that, every morning, I found I saved time by counting the bites on one arm and then multiplying by eight! Occasional testing of this method of reaching the total proved it to be approximately correct.

You Wash My Back And I'll Wash Yours

In fairness, it has to be said that when in '47, I revisited the Rhondda Valley mine in Wales where I had earlier worked, they showed me just about the cleanest and altogether the "fossiest" pit-head baths to be seen anywhere in the world. That was certainly a far cry from the arrangement provided in a certain North France mine town some years ago. There we would come back from a day of loading coal, stripped to the waist, at the 1700-ft. level, and try to get clean with the help of one small basin of water per man. Since this would be as black as your hat by the time one's face was washed, it hardly helped much for the rest of the job. That was bad enough. What was a lot worse was, as occasionally happened, to finally finish the long job and then, with eyes closed by soap, reach up for the towel on the line—only to find that a chicken had been there before you!

Again, in fairness, it should be said that the landlord, an ex-miner himself, was usually kind enough to come along at the proper moment and help you wash your back! But even that was only a meager offset to the nightly misery of trying to sleep six-in-a-room and two-in-a-bed along with a young and highly active fellow-miner! These home miseries, it must be said, were immensely more wearing than the day's stint of acquiring callouses in the mine.

In most French towns factory work-people are expected to carry water from a central faucet. For instance, one group of sixteen miner families, visited not long ago, got all their water from one single tap! This shortage of faucets plays into the hands of France's Communist Party which claims to propa-

gandize only for better living conditions. Of course, this Party knows—or at least says—nothing about sanitary conditions in Russia. There, even in the best hotels outside Moscow, the general unfamiliarity with modern plumbing all too often brings results too outrageous to mention. In one of the U.S.S.R.'s biggest mines, conditions in the locker-wash-rooms should never be mentioned in decent society! Nor does it help much to add that some rather nice-looking young blondes served the check-rooms where shift-clothes were deposited by young and old miners who came from their baths wearing not a single stitch!

The British Pub Set

Quite naturally, wherever a low standard of living is combined with restrictions against moving up out of the "working class", one result is likely to be a good deal of drinking. This, some years ago, struck me as considerably worse in Britain than in France, Germany or Italy. Today, in British pubs, the cost of whisky (plus tax) has been put so high, and the alcohol content of beer reduced so low, that indulgence in either or both is now much lower than formerly. Unfortunately, however, the original cost of cars, plus a huge purchase tax, continues to make the local saloon into a social club where the wage-earner still spends a big proportion of his time playing darts and other games, with all these organized by the publican and his "committees" into active league competitions.

Similarly, in France, it was a surprise to find first, that wine was considered too expensive to be freely served in the ordinary labor-gang boarding house and, second, that over the weekend, the factory population indulged in a great deal of strong drink and alcoholic hilarity. "A good joke, that!" replied a French worker when I told him we Americans considered all Frenchmen sober and temperate.

Of a Saturday afternoon my French landlord—he was also a fellow-worker in the local steel plant—would take me around his home city of Douai to meet his fellow publicans. As the result of their hospitality he would regularly return more than a little "high". My personal problem was to drink enough to be polite but not so much as to make their—and my own—French conversation completely unintelligible. Nevertheless, I'd say the French worker is less inclined to loaf than the English.

Particularly in Great Britain, this same hard living and the "working-class" absence of hope for promotion, had the companion result of huge in-



Whiting Williams as a coal miner in the Rhondda Valley of Wales and as a job-seeker in London, Glasgow and Sheffield: "Telescoping our American job-ladder—on reducing differentials of pay and perquisite enjoyed by the skilled and the responsible few in comparison with the unskilled and non-responsible many . . . In time this cannot fail to fasten on us here the same over-emphasis upon a static and illusory 'Security' and the same under-emphasis upon 'Opportunity and Self-Improvement' that have so long hog-tied Europe's workers."

dulgence in gambling. Bad as it was when, long before the war, most workers put a little money every day on the 'orses or the dogs, it is now much worse in these times of "austerity." Today, the high taxes, combined with the shortage of goods to be bought with money, makes it nothing less than a national scandal.

Monday Morning Mail Vs. Betting Forms

In '47, I was told that on Monday mornings in the same Rhondda Valley mine town where I had worked some

years before, the postman could not deliver ordinary mail. The reason was that he had to deliver the forms required for posting bets on the football pools to a full 80 per cent of all homes! On Monday, Tuesday and Wednesday nights the whole family worked out their choices for Saturday's games—to buy, on Thursday, so many money-orders for enclosing with their filled-out forms that the postmaster had no time, so he told me, for ordinary postal business! One reason why Parliament recently voted to permit the Labor Government to "direct" (order) people into the productive jobs required to bring back prosperity, was the fact that the clerks required to handle the country's football bets totalled into the hundreds of thousands!

Today, in various of Europe's non-satellite countries, attempts are being made to secure cooperation and increase industrial production by laws which require the setting up of committees composed of management, labor and government. Though these claim to aim only at better teamwork, they in actuality increase the total of government controls and help very little to break the working-class bonds except insofar as they increase the army of clerks and other political jobs. In both British and French mines I heard the general complaint: "Nationalization adds 'white-collars' by the hundreds but hardly put another man into the pits!"

What Chance Of Becoming A Foreman

As a result, many workers are doubtless continuing to ask today the same question which numerous workers in Europe used to put to me:

"What would you say are the chances that my son will be lucky enough to step into my shoes when I'm gone?"

One big reason, surely, why so many dream of getting to America as to Heaven itself is that the question so often asked here is altogether different—namely, "How can I help my son to start a point higher than my job here?"

Indeed, it is hard for us to imagine the difficulty of breaking those working-class halters. Take, for instance, the huge barriers that had to be got over by an ambitious young German in the Saar Valley when its nationalized mines were managed by the German Government. To become even eligible for a formanship, he had to pass an examination at the age of fourteen. In preparation for this—without any certainty of passing it—he had to begin a certain course of study at the age of ten. But he could

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As Foremen Do We Want To Sink To The Levels Of European Industry As Whiting Williams Relates Them Here, Or Shall We Start Fighting Now Before It's Too Late To Reestablish Our Leadership Of The Men In Our Departments?



Superintendent Wheeler: "I've seen a lot of new ideas come and go . . ."

AS an old-fashioned building foreman, shift foreman, supervisor and superintendent with 20 years' experience at grinding out production in a chemical plant, I think people may be more than half right when they call me a pretty hard man to shave.

I've seen a lot of new ideas come and go and a lot more of them come and stay, sometimes in spite of strong resistance on the part of just such people as myself. For years I was a firm believer that all it takes for good labor relations is fair play, a firm hand and absolute faith in the infallibility of the law of "Survival of the Fittest". I was and still am pretty well sold on the idea that most men fail because they gave up just a little too soon.

"We Listened With Mixed Feelings . . ."

I am telling you a few of these things just so that you will know what kind of a fellow is doing the talking. Now, just picture me a few months ago when the "big brass" rounded up us superintendents and department managers and told us we were to listen to our newly-hired "Industrial Relations Expert". We listened with mixed feelings for a few hours about a plan for training our foremen and supervisors. Not only that, this training was even supposed to be good for managers! What kind of foolishness was this? Here comes a young, good-looking upstart who never smelled the inside of a chemical plant, spouting his book learning and applied psychology and calmly letting us know he was arranging a series of conferences which would prepare our supervisory personnel for the very important job of getting the most for their money, getting people to do what we want them to, and getting them to like it! Hell's bells! We fellows were teaching our men safe operation 20 years ago,

AN OLD-TIMER LOOKS AT TRAINING PROGRAMS

"Hell's Bells! We Fellows Were Teaching Our Men Safe Operation Twenty Years Ago And Anyone Knows..."

By H. W. Wheeler, Superintendent
TEL Operations, Ethyl Corporation
Baton Rouge, Louisiana

and anyone knows that safe operation and economic operation are pretty close to the same thing.

There used to be a time when we could train our own men and really make some pretty good men out of them. Many's the time we have picked a man who was head and shoulders above the rest, and he has advanced rapidly and proved we did some pretty good picking. A foreman could take real pride in the way he could pick a comer. It's true there were some fellows that were hard to understand or get along with, and they didn't get much attention or training, and they never went very far. But, we did a pretty good job of training, for we knew that there is no greater satisfaction than being at the head of a contented, smoothly operating organization, whether it be a small unit of 10 men, or a large organization of 1000 or more.

We made production all those years, not many people were hurt, and costs weren't too bad. And now we have an "expert" who is going to show us the correct way to train men!

"We Went To The Conference Room . . ."

A week later our "Conference Leader" called the first group together. We went to the conference room, a quiet room off by itself. Everyone sat around for a few minutes, smoking and getting acquainted, with just a little apprehension as to what this guy was going to "teach" us.

The first thing off the bat our young "expert" said he was not going to do any talking, except to hold the discussion within reasonable bounds. He gradually opened a discussion on the "Principles of Supervision", and before we knew what had happened an hour

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Conference group in Supervisory Training at Ethyl Corporation. Left to right: Ray Faller, training director; John Furr, training supervisor; Allen Guerin, TEL Operations; Harry Butler, Development Section; Bob Blum, TEL Maintenance; Sam Boudinot, TEL Maintenance; Purcell Gilmore, TEL Operations; Cal Spiller, TEL Operations; John Willard, Development Section; Bill Walsworth, Plant and Employee Services; S. G. Henry, manager of the Plant and Employee Services Section, guest lecturer; and resident manager C. W. Bond, visitor at the meeting.

PUBLICLY SPEAKING

Blaw-Knox Division Foremen's Club Goes In For Public Speaking. Carrying A Topic "Salesmanship -- A Foreman's Obligation To Himself" Here's A Recent Speech We Are Happy To Print.

By John M. Hulina
Foreman, Process Shop



Foreman John Hulina: "What are you, as foremen, doing to sell yourselves . . ."

THE foreman of today, as we all know, is not a foreman by right of inheritance as was usually the case in days gone by, or by an act of friendship on the part of someone in upper management who could place a man into foremanship if he so pleased. Today each and every man who becomes a foreman in an organization is a carefully screened individual.

Management has learned, from past experiences, that it can not pick just any one in a shop or mill to represent it in daily operations and expect a fair return on its investment. It has been proven time and again that there are certain qualities and standards a foreman must have or the results will not meet expectations.

Once a man has been selected to the position of a foreman, he has certain

duties outlined for him which he must carry out in order to keep the wheels of production rolling without any undue hitches or delays. He also has certain dates and schedules which he must follow in order that operations will be smooth and reasonably accurate delivery dates maintained. Also, there are certain policies and principles of the Company which are his to maintain and to keep. These are just a few of a foreman's obligations to his Company which he knows must be met.

Along with all this, a foreman has an obligation to himself which he must not lose sight of if he would continue to be a good foreman in the eyes of his fellow workers and top management as well.

This obligation of which I speak is the obligation of selling himself to his

men and his bosses; not only when he first becomes a foreman but as long as he has the power and authority to delegate men to perform various jobs and services for the Company.

A good foreman will want to sell himself to his men in such a way that they will respect him, not only as a man, but as a leader and an authority in the proper delegation of their daily work according to the wishes of the top management. A good foreman will try to sell his abilities and accumulated knowledge to top management so that it, in turn, will have utmost confidence in his ability to carry out planned and scheduled aims.

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MACHINE TOOL DIVISION OF BROWN & SHARPE IN BIG SALES CONFERENCE

PROVIDENCE, R. I.—Machine tool salesmen of Brown & Sharpe Manufacturing Company recently returned to the plant in Providence for a four-day conference to promote sale of the Company's products.

About 40 salesmen and representatives from all over the U. S. and Canada attended. They were given an intimate knowledge of most recent designs, and of company sales promotion and advertising programs.

Officers, executives and key-men throughout the plant spoke on activities under their jurisdiction. Discussions covered milling, grinding, and screw machines, repair part service, and other functions.

New products were displayed. Photographic enlargements in a specially equipped conference room supplemented machine demonstrations given under shop conditions.—John Verdon.



Plant men at Brown & Sharpe Manufacturing Company giving machine demonstrations under shop conditions during their Machine Tool Division sales conference at Providence, R. I.

Men of Management



STEVE HOZDIC . . . and his high-chair boxers.

STEVE HOZDIC, foreman of Maintenance Department of the Oliver Corporation's Cleveland Plant is a mere slip of a lad, standing six feet two inches and weighing only 230 pounds. You would never know, to watch Steve in his daily work or to see him after hours whenever there is maintenance trouble in the plant, that he still would have enough time, energy and patience left to devote to all the teen-age youngsters of the St. Joseph parish of Collinwood (Cleveland suburb).

Big Steve, idol of all the boys in the parish, has truly earned the title of "Father Flanagan" for his untiring work in helping organize and build up the Catholic Youth Organization which started in Cleveland about 1937. Original thought behind this movement was to fight juvenile delinquency—to take kids away from corner gangs: brawling, conspiring, etc. One has only to look through Steve's scrapbook to realize what he has accomplished. He has developed and coached various athletic teams in football, baseball, basketball, and pingpong. His squads have had unprecedented success and point to championship after championship in their particular weight class. Whenever a new project is to be undertaken, it is to Steve they turn.

Near to Big Steve's heart are his "high chair" fights. They embrace a class of boxers ranging from diapers to long pants. These fights furnish sports and amusement to the boxers—are a laugh riot for audiences. There is no

doubt in anyone's mind that these youngsters will really go places with Steve Hozdic backing them up.

Many of Steve's boys have gone on to fame and fortune. We call to mind Jim Berichom, who also worked in our Maintenance Department during summer vacations of '44 and '45. He was an all star pitcher on Steve's St. Joseph's American Legion team, and once hurled four no-hit games in a row. Because of his outstanding success Jimmy was selected to represent Cleveland in the annual National Sandlot Audition Game at Philadelphia, August 18, 1945. At that time Jim was also a student at Collinwood High School and the star pitcher for St. Joseph's "A" baseball team which Steve Hozdic manages. The year prior to that Jimmy had pitched his St. Joseph's team into the Press-Legion district title and to the Press Trophy Championship, winning 17 games—losing one. He was truly the "Bobby Feller" of Collinwood and one of his no-hits was a perfect game in which no man reached first. In 27 innings he struck out 59 batters. As a result of Jimmy's fine work he was signed by the Chicago Cubs and someday we may hear more of Steve's star pupil.

But Steve is the person really responsible for bringing out the good character in his boys. We who know Steve at the Cleveland Plant recognize him for his sterling qualities but sometimes a person far removed tells the story far better.

Here's what Bill Dooly, nationally

known sport columnist of the PHILADELPHIA RECORD stated in part of his story about Steve on October 21, 1945:

"No, you'd never take big Steve Hozdic in looks or circumstances to be a missionary of light and courage to the gamins of the city streets. To watch him working among his boys you would find this "Messiah," garbed in workman's shapeless trousers, a work shirt open at the neck and a sweat-stained fedora pushed back on his noggin, preaching the gospel of sportsmanship and fair-play in whatever particular athletic activity he might be working on at that time with his boys. Yet for all his hulk, among his chosen he has the manners we associate with the ascetic, if we have ever seen one."

As Bill Dooly further states he has that bearing and softness in his glance, abiding patience and belief. And he has his charges believing. If they don't quite understand what it is all about, they believe in it anyway because "Steve says so."

Perhaps it is because Steve came up the hard way that he appreciates what a helping hand and a little encouragement can mean to a boy. Steve has come a long way since he went to work at age 16 as a laborer in a steel mill in Pittsburgh.

Steve moved to Cleveland in 1936, came to work for the Cleveland Tractor Company the same year as a millwright in our Maintenance Department. His same spirit of friendliness and cooperation, which he uses to such great advantage with his youngsters, also worked to Steve's advantage in the plant, as he was appointed foreman of the Maintenance Group in February 1947. One of the first boys they start looking for when there's maintenance trouble around the plant is good old Steve.

When they made the blueprint of a guy like Steve Hozdic they must have lost the original because there are no other copies.—L. D. Ogle.



NAF executive Clarence Akridge before the Scully-Jones Management Club in Chicago. At his right, Club Program Chairman Ben Raver.

annual poll among foremen in American industry for a number of years on the issue of foreman unionization. The results of the 1948 poll indicate that only 13 per cent of the foremen polled either belong to or are interested in joining a foremen's union, while 87 per cent report that they are not interested in a foremen's union and prefer to remain a part of management.

While interest is concentrated on the present Congressional battle, we are likely to lose sight of a more important factor from the long-range standpoint of the relationship of foremen to other levels of management. Experience has demonstrated that legislation in and of itself rarely cures any situation. The relation of the foreman as a part of supervision, the position of the foreman as a part of management, can only be completely satisfactory to all parties concerned when other levels of management recognize the foreman as an integral part of management and when the foreman appreciates and exercises his responsibilities as one of the important links in the management chain. Our immediate problem is to prevent the enactment of legislation which will inhibit the progress and growth of foremen. Our long-range problem is to recognize and integrate that growth in American industry.



As E. J. Burroughs, out-going president of Terre Haute Management Club (and NAF national director) prepares to pass the gavel to new club President Ray Garmong.

A very little boy came home dejected from his first day at school. "Ain't goin' tomorrow," he said. "Why not, dear?" "Well, I can't read 'n' I can't write 'n' they won't let me talk—so what's the use?"



I can give you a six-word formula for success—"Think Things Through—Then Follow Through."

☆ ☆ ☆

To contrive is nothing! To construct is something! To produce is everything!

☆ ☆ ☆

The best thing we can do for a needy world is to set an example in work and production.

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We cannot build character and courage by taking away man's initiative and independence.

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Youth should be educated for enterprise, trained for opportunity, and stimulated by the self-discipline of spiritual development.

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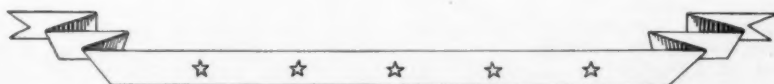
The danger of living in ivory towers is that those who dwell there are apt to develop ivory domes.

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The Communistic milk of kindness has a low percentage of Democratic butterfat.

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When you want to help a fellow human being, it is easier to direct his course by way of encouraging example than by way of devastating criticism.





Fact and Opinion

By The Editor

Insanity at large . . . and academic freedom? It was early morning and our train roared down along the Hudson above New York City. A fellow passenger beside us in the lounge car waved the ashes from his cigar and handed us the magazine he had been reading—pointed to an editorial.

"Read that!" said he.

The magazine has long been a favorite of ours—somewhat sophisticated but usually very penetrating editorially. The editorial he indicated was concerned with faculty dismissals for communist party allegiance in certain of our universities. There is always some question as to the propriety of quoting less than the full texts; however we shall risk quoting this excerpt from it: "But although it's easy to dismiss a professor or make him sign an affidavit, it is not so easy to dismiss the issue of academic freedom, which persists on campuses as the smell of wintergreen oil persists in the locker rooms."

We glanced up from the editorial and replied that we had read it the day before.

Said our train companion: "You know, in viewing communism or any other idea or doctrine which persons proclaim, it is necessary always to look behind what they say and at what they do. The act is more weighty than the word."

We agreed with him, fully.

He went on: "Communism is meaningless unless it is judged in the light of all the acts of its accepted world leaders. It has no other significant meaning. And I ask you this: Under any other circumstances you can think of, would the acts of many of their leaders in forcing communism upon peoples under their domination properly be characterized as *criminally insane*?"

He paused a moment for the thought to sink in. Our mind raced back over all the authenticated information seeping out from behind the curtain—the murder, the atrocity, the utter enslavement of body and mind by whatever means were available. Somehow the thought persists—like the odor of skunk from a roving dog—"criminally insane"—insanity at large.

"I am not sure," he continued, "but what the measures we have always

found proper and necessary in dealing with criminal insanity locally must sooner or later be applied internationally. Some of our academic souls have possibly been carrying this 'right to explore ideologies' via allegiance to them a bit too far, even on the campus. Has insanity now become an ideology, thereby involving our academic freedom? So far as I know it has never been necessary for a professor to subscribe to the acts of the insane in order to explore the subject of insanity."

The remainder of the conversation is irrelevant here—except that it turned out that our fellow passenger was himself a professor (cigar fooled us) in one of our leading universities. But we find it very difficult now to forget this man's viewpoint. We find it difficult to separate the idea from the acts of communism. Personally, (referring to the above excerpt again) we are not so much worried about the smell of the wintergreen oil in the locker rooms. . . .

Incidentally, in the February 23 edition of the CHICAGO JOURNAL OF COMMERCE is a list of the names of more than 500 groups and associations which have been investigated by agencies of local, state, and federal government and cited by the House Committee on Un-American Activities as either communist or communist "front" organizations. Many of the names look innocent enough.

We wrote our good friend, Managing Editor Dave Dillman (who incidentally is a member of the NAF National Industry Reference Committee), whether he had sufficient reprints of the listing on hand if each of our management groups were to request a copy. He does have and there is no charge for single copies. Additional copies: up to 5 for 8 cents each; 6-25 for 7 cents each; 26-100 for 5 cents each; 100 or more for 2 cents each.

Management groups on the lookout for speakers might find themselves in an awkward situation, without having checked such a list.

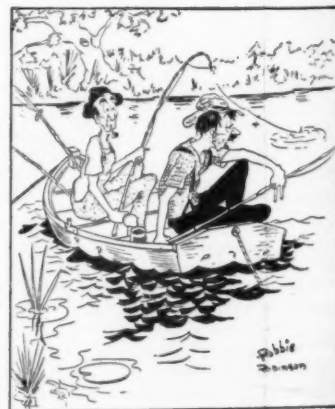
Smart management teamwork in the Blaw-Knox Division Foremen's Club (Blawnox, Pa.) should set a hard pace for plenty of other supervisory groups across the American industrial "grid-iron." Congratulations, men, on your new "Waste Control Committee" (see club news)—we'd like a story on that

one after results begin to show, as don't forget to gather in a few statistics. Your Educational Committee is also due for a pat on the back from your Club membership—for ringing the school bell for the American Enterprise System.

"Foremen can't express themselves" has rung in our ears ever since we undertook this job. That's now being corrected fast throughout industry's management clubs. We've seen more announcements on speech courses than any other educational project. Looks like some of our orating union leaders are in for a run for their money. We're all for it. Know of no greater asset. A top steel executive thinks it's the most potent management tool at hand during these critical times—is needling top executives to train, just as supervisors are.

Here's a tip: when you can't think of a good topic for a talk, pick one from Captain Rickenbacker's column. They're all thought provoking. Get on your feet, men, every chance you get—at church, community meetings, club meetings. Keep your remarks short—keep to one main point. After you begin to feel pretty sure of yourself, then start finding out what makes our departments, our companies, our industrial system click—and then really begin to use your speech know-how. Somebody has got to lick these panty-waist socialist "drug peddlers"—it may as well be forty thousand two-fisted American foremen. A Roman once said: "The evil that men do lives after them; the good is oft interred with their bones." Let's not wait for that day, men—let's get going.

MANAGE goes to the libraries in three cities now through subscriptions provided by management clubs, as suggested in the December board of directors meeting of the NAF. If we've overlooked any, please call it to our attention, but to our knowledge we are indebted to the following clubs for implementing the suggestion: to Hamilton Foremen's Club at Two Rivers,



"Nope, 'aint got my spring plowin' finished yet . . . the old woman 'aint as spry as she uster be."

Wisconsin, for availing it to Washington High School and to Joseph Mann Library; to Armco Foremen's Club at Houston for libraries of Rice Institute and University of Houston; to Boeing Supervisors' Club at Seattle for Seattle Public Library. The magazine will do its best to serve their patrons—and to deserve their respect.

Statism again . . . In one of our recent editorials we pointed out possible dangers in using the word as meaning the opposite of what Webster's gave as its definition. From the following letter it appears that after the 29th of this month it can safely be used as therein defined:

March 4, 1949.

Mr. Irwin Lamp, Editor
MANAGE
Dayton 2, Ohio

Dear Mr. Lamp

Thank you for your letter of February 3 commenting on the present-day use of *statism* and enclosing copies of an interchange of letters between you and Dr. Claude Robinson on the subject and a clipping of an editorial appearing in the February number of MANAGE.

The connotations of the word *statism* have, as you observe in your correspondence, shifted in different periods according to the views of the period and the views of the particular users on the theory of the state.

The brief definition that we framed to represent the gist of present-day usage in Webster's *New Collegiate Dictionary* reads as follows:

statism, n. Concentration of all economic controls and economic planning in the hands of a highly centralized state.

Webster's *New Collegiate Dictionary* is one of the abridged Merriam-Webster dictionaries; it is to be put on sale in retail bookstores on April 29, 1949.

Very truly yours,

G. & C. MERRIAM COMPANY
By E. F. Oakes

Our advertisers help to make possible the publication of our magazine. When ordering their products, you will not want to overlook mentioning the MANAGE advertisement, we hope.

"A savage named Joe . . . alone in a hostile world . . ." Thus Dr. Alfred P. Haake (mayor of suburban Chicago's Park Ridge—noted lecturer and economist) set his narrative which took several hundred Delco Products supervisors back to the beginnings of this economics business at Dayton's Memorial Hall one day last month. It was the first in a series of four such presentations arranged for the big Delco family. We liked Haake. We liked what he had to say. We liked the way he said it—the least critical of his listeners—always speaking with such

gentlemanly consideration. Most of all, we liked the simplicity of his teachings. We need more of it in our efforts to understand—to help others to understand. His most significant statement, we thought, was: "We learn more by teaching than by studying alone." What was it someone said—was it that if you want to remember something, begin by telling it to others?

"We Want Damon" broke loose like nothing you've ever heard, as the cheering reached its pitch: TWA's new President Ralph Damon stood before his men, the TWA Management Club at Kansas City. The story is told in a



Said new TWA President Ralph Damon, obviously pleased, as Company's Kansas City Management Club gave him a rousing greeting: "I've never been welcomed like this before . . ."

few words and without frills in a couple of paragraphs in this issue's news section. Read it. Somehow, the spirit which zoomed up in Kansas City that night strikes us as the thing we're all striving for—unity-in-management in action. That's all it takes, oddly enough, to guarantee the solution of the most vital problems of American industry. Has your group got it?

"It Is Later Than You Think" began President George W. Mason of Nash-Kelvinator Corporation in a recent address before the Grand Rapids Chamber of Commerce annual banquet. Mr. Mason urged business men to get their house in order to compete in a buyers' market which already is here. He questioned if there is enough sales power to move America's goods in a buyers' market—suggested business men look to their inner organizations (That's us—and "it may be later than we think"). "People are getting more

and more selective," he said, "and quality and value are becoming of top importance." Mr. Mason said we may have values and costs our future operations cannot absorb—suggested that ". . . we set up a special reserve, and call it the 'It Is Later Than You Think' reserve."

Memo to Management . . . Automotive industry's Frank Rising says: "Opinions on ways to make business sentiment more articulate are overwhelmingly indicative of strength and confidence at the grassroots, but of considerable weakness and status quism at 'the top' in our national organizations. I believe we must have better methods on the national stage, but at the same time am impressed by local enterprise plowing ahead in some places.

"One of my friends—a man who is one of the clearest thinkers I ever knew and whose advice I seek frequently—says this:

"We cannot escape individual responsibility by joining an organization. Men who run businesses must learn how to tell their own story to their own people, in their own way. There are simple and easy ways of saying these things in our communities—but it is outside the ordinary business routine and it will take time, it will take work. Every management man should look in the mirror and say to himself: 'I am the guy to do this job. It is my responsibility and I cannot escape it.' If we can get that sold to management, we will have gone a long way toward solving this problem."

"Well . . . a lot of other men feel that way, too. The programs I hear about which are going right ahead in Worcester, Syracuse, Rochester, Peoria, Coldwater (Michigan, that is), Youngstown, and a few others sound good to me. For instance, I have a sort of annual report from Worcester, telling just what was done over the year with radio, press, plant visits, speakers, films, and every other kind of approach to town forums, civic clubs, women's meetings, youth groups, clergy educators—boy! you should see it. Their business information service supplied, for example, films for 844 showings over a year and a half, and currently averages 160 such friendly services a month.

"Maybe we could learn by example. Should we set up some kind of national journal to instruct others of what a few groups have done and are doing? Would it be worthwhile to get the directors or managers of these local programs to come to a meeting and invite people from a few hundred other places to come and listen and learn? Is such a meeting worth laying aside a week, say, next summer? What do you think?"

We offer to be of any additional service, Mr. Rising, in helping the foreman-arm of management to become more articulate. Right now we

(Continued Page 34)



DEVELOPING MANAGERS...Grow or "go".

"It is not possible to purchase interest, confidence and cooperation. I have never seen men work together successfully for any considerable length of time where their interests were solely financial. It is not possible to buy loyalty"—G. M. Verity.



By
"Bill" Levy
Educational
Editor

TRAINING DIRECTORS CONFAB PROVOKES THINKING

FOR the first time in five years, the writer and NAF did not have a major part in the Annual Training Director's Conference originally sponsored by our Association and this year conducted solely by the American Society of Training Directors and its affiliated chapters. This was a novel and pleasant situation, permitting me to enjoy an excellent program and reporting it as a participant.

Under the direction of the Cleveland group, headed by F. S. Laffer, general conference chairman, and ably assisted by the ASTD officials, a varied and stimulating three-day program was built around the timely theme "Training Moves Ahead." For those training directors in NAF unable to attend and for those members interested in training developments, I will attempt to provide a running account of the highlights as seen by any of the 425 men and women who convened in Cleveland March 3-5, 1949.

"Tie-in Training With Business Objectives"

Keynoting the program, Samuel L. H. Burk, director of industrial re-

lations, Pittsburgh Plate Glass Company, emphasized that training is only part of personnel administration and many other plant activities. To be effective it must be tied in with such business objectives as (1) profitable production of goods and services (2) economic satisfaction (3) maximum conservation of human and natural resources and (4) individual enterprise must be competitive. "Too often," he warned, "the ultimate objective is only training". Do not train to perpetuate mistakes—use it for criticizing our errors".

He pointed out that training, when properly accomplished, is effective in inducting a worker on the job, developing him to his maximum capacity while he is on the job, and evaluating his progress. Throughout, the training director should play a staff role only and assist the supervisors and others in the line organization. "In conclusion," he maintained, "the greatest field for training in moving ahead is in management development—through brochures and written material—by actual experience with the supervisor on the job—by implementing the manner by which he is handled as a member of the management team."

"Share Of Production Plan" Explained

Using slide film, Allen W. Rucker, president, Eddy-Rucker-Nickels Company, explained the Rucker Plan on "Share of Production" which is used in many eastern companies and emphasizes the principle that "pay goes up or down with production values".

He pointed out that workers are hungry for economic information built around their company and it is basically management's responsibility to provide it. He urged that we minimize the difficulty of language and show what we are talking about. In other words, stop talking so much and show more. He further commented that workers' use three to five per cent of their mental and emotional capacity in their daily work, thus permitting a large block of time which is used for thinking about grievances.

"To do our job," continued the speaker, "we must be aware of and

do something about the basic wants of all employees, namely, the desire to belong; the desire to participate in important undertakings; the desire to associate; the opportunity to enhance our earnings and lastly, freedom from arbitrary and capricious forces which destroy social income."

Additional Research Needed In Visual Perception

Dr. Samuel Renshaw, professor of experimental psychology, Ohio State University, whose work in this field receives nationwide acclaim, pointed out that in the past 25 years there has been a terrific increase in the demands on sensory organs. "Seeing", he commented, "is a skill—it has to be learned—and a large level of our population operates at a low level of efficiency". He maintained that industry is accepting the developments in visual perception as having practical functional values and urged additional research in "how do human beings see things?"

Industrialist Cites Providing Employee Information As Management's Number One Job

James L. Meyers, president, Cleveland Graphite Bronze Company, spoke at the banquet Thursday evening and suggested that while training directors have a practical job to do, top management has a job to do in helping them. "America," he stated, "was built on freedom, and security is the result of the benefits of class freedom. There has always been and will be a reward for risks—there is no reward for 'something for nothing'".

"Our number one job in management", he maintained, "is that of publishing simple annual financial statements. Tell simple facts simply to your employees", he concluded.

"Management Men Must Manage" States Union President

"A virile labor movement is essential to American industry" according to Walter W. Cenerazzo, president, American Watchmakers Union. "There is no room for the reactionary right or the illusionary left in American labor. The latter group, advocating a planned economy is now the minority and the greatest group by far in labor is the moderates or middle of the road. American labor stands on the threshold of being sold down the river of planned economy. Labor wants no class struggle. It wants free competitive economy".

"There is no method of expression through their organizations for the majority of labor", he continued, "and there should be a bill of rights for democratic labor—democratic reports—financial reports and affidavits denying communistic affiliations or support from both labor and management".

Management men must manage, because without competent management no company can exist. We need badly the combination of efficient productive management and efficient productive

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labor. We should quit using the scapegoat of government or labor and all work for equitable rights and equitable responsibility among money, management and labor. For efficiency in operation the worker must know and accept economic truths. Training directors should assist in providing simple economics for employees and supervisors. Management must take on the responsibility for explaining to employees the workings of corporate enterprise and business economics.

"An informed employee is a loyal employee", he continued, "and workers must be company minded as well as union minded. This can be accomplished by education in honest economics by all employees. Explanation by the president of the company, through all department heads, personal contact, and provision of question and answer periods will go a long way in developing and maintaining human understanding. This approach, rather than a Taft-Hartley Bill or a Wagner Act will go farthest in avoiding a class struggle. We cannot shirk the obligation to tell the truth—honest facts—about our present economy and to take constructive criticism from the workers who are hungry for information".

The "U" In Business

"The human element is most vital in the success of a business", stated Dr. Kenneth McFarland. "Most people fail in their work because of reasons other than skill. Recent surveys show that 91.2 per cent of the people fired from positions were let go because of factors such as laziness, poor personalities, dishonesty, immorality and disloyalty". He urged that "we take a sincere personalized human interest in our men suggesting that the old golden rule stuff is scientifically sound and pays off many times over."

Make Human Relations Practical

Dr. E. Wight Bakke, Yale University Labor Management Center, advised training directors to develop practical methods of practicing human relations based on principles which respect the dignity of the individual, incorporate the golden rule, and give men a stake in the company.

In developing a training program of human relations he urged that (a) we get a clear conception of the nature of the company from the human relations point of view; (The company, he pointed out, is a social organism composed of individual people who work through an organizational structure or charter of the company); (b) the functional specifications or definition of jobs (c) the status system (d) the communications system and (e) the existing plan for reward and punishment. When this is determined we should list a set of basic needs or experiences determined from workers and match them against the five points previously listed. In other words we want to match the goals toward which we are striving against the resources available to meet these goals.

Your Job As We See It

The program concluded Saturday morning with a panel meeting of presidents of representative companies of greater Cleveland under the direction of Mr. J. Kane who served as moderator. Samuel Elliott, president, Ohio Pipe Line Company spoke on "Examples of Practical Results Management Expects from Organized Training". Earl M. Richards, vice president in charge of operations, Republic Steel Company, spoke on "Why we have Line and Staff Functions in Business". H. J. Post of New York spoke on "Reconciling Staff and Line Activities—A Management Problem" and R. E. Woodruff, president, Erie Railroad, spoke on "How Does Management Measure the Effectiveness of Organized Training". This was followed by a summary of the various presentations by the moderator and a question and answer period in which the audience participated.

Throughout the three-day program a number of miscellaneous activities were provided which evoked considerable interest from the audience. One of these was demonstrations of recently dramatized case studies under the direction of R. L. Moberly, director, Industrial Management Institutes, University of Wisconsin. Another feature was showing of outstanding films on Friday evening. These included "In Balance" (Burroughs Adding Machine Company), "Going Places" (Harding College), "And in Return" (American Steel and Wire Company), "An Approach to the Planned Utilization of Visual Media" (Ford Motor Company), and "Letter from America" (Goodyear Tire and Rubber Company).

A consultation period was featured. Provision was also made for the entertainment of the ladies through a well planned and interesting program of style shows and other activities.



HELPS AND HINTS—PRODUCTION DISPLAYS. William Candrian, foreman of Inspection Department, Sirene Division of Chicago Rawhide Manufacturing Company showing the Club group one form of production during his Spotlight speech to the group.

Book-of-The-Month Club White Elephant Sale Competometer Production Displays



This month we are bringing to your attention a number of interesting activities conducted by various clubs around the country which you may find interesting and useful in planning your own programs.

BOOK OF THE MONTH CLUB

The 1848 Club of Pratt and Letchworth Company, Inc., Buffalo, New York, has its own Book-of-the-Month Club, using the NAF library as its book reservoir. With a membership of 75, the 1848 Club probably circulates more of the library to its members than any other industrial Club in proportion to its size.

The right kind of book reading is encouraged in their weekly Bulletin—orders for books are given to one member who not only sees that they are ordered and delivered to the Club member but they are also returned. The Club does everything but read the book for the member.

As a special feature and to give the whole plan a shot in the arm, the Book-of-the-Month Club has been started and by the end of February, from applications already in, there will be a charter membership of at least thirty.

The NAF library is really being taken advantage of by the 1848 Club.

WHITE ELEPHANT SALE

Could your club treasury use extra cash? If the answer is "yes", read about the recent successful "White Elephant Sale" conducted by C. B. F. Management Club of Columbus Bolt and Forging Company, Columbus, Ohio. A "White Elephant" is anything of no value to the present owner but could be of value to another person. The items consist of anything from a Christmas gift tie to an old lamp that for years has collected dust in the basement.

Items donated by members the evening of the sale can be wrapped to hide the identity or can be exposed so



"White Elephant" Sale at Columbus Bolt and Forging Company Management Club. Auctioneers are Company President Rex and Vice President Call.

the bidder knows what he may purchase.

To stimulate the bidding a ten dollar bill was concealed in a vase, one of the items sold at the C. B. F. Management Club's sale.

Robert M. Rex, president and general manager and Royce F. Call, vice president in charge of manufacturing of Columbus Bolt and Forging Company—club members—did the excellent job of auctioneering.

Net proceeds for the C. B. F. Management Club treasury after deducting the hidden ten dollar bill was \$217.00. This amount was considered very good for the shop club with a membership of 64.

The club received its charter in 1945, one of the first shop clubs in the Columbus area. Officers are: Leland McDaniels, president; John Finley, vice president; John Meinhardt, secretary; and Ralph Slane, treasurer. Club chairmen are: Earl Fenner, programs; Richard Herbst, education; Eugene Krumm, membership; Joseph Davidson, Jr., hotel arrangements; and Mark Cockerill, welfare.

COMPETOMETER

TWA MANAGEMENT CLUB, Los Angeles, California tells us "A surprise is planned for our next meeting in that we are going to select some 'team captains' from among those who have not been in attendance too regularly so that they will feel they have a responsible and active part in the Club. They in turn are to be requested to choose additional members for their teams from membership rosters which will be presented to them at the meeting.

"When the teams are complete the captains and members in attendance will be shown a 'competometer' illustrating how they can bring their team through to victory for the year. There will be six or eight points of competition wherein they can amass points for the year, such as, constructive suggestion placed into active use by the Club, will net their team five points.

"At the end of the year the team amassing the most points on attendance, active participation in a project, getting a member elected or appointed to a committee, etc., will receive a reward—which award we are hard put to it to decide upon."

A sailor at an auction was doing some spirited bidding for a parrot. He bid \$5.00. Some one bid \$10.00. He bid \$15.00. Someone bid \$20.00. He finally got the bird for \$40.00.

Feeling a little foolish, he said to the nearby auctioneer:

"That's a lot to pay for a parrot. Can he talk?"

Whereupon the parrot squawked, "And who do you think was bidding against you.—Robertshaw Symbol.

The Foreman's Round Table

SUPERVISORY NEEDS

There has been much discussion on teamwork and cooperation in the supervisory field, and though much time and space have been devoted to the above subjects, I believe they cannot be emphasized too strongly.

Since we have converted so called "war plants" back into domestic channels gross output is naturally developing into a market controlled by selling. This means competition is reaching out in all fields of industry. Net results from the sales angle will reflect the quality of the items being produced at a competitive cost, and this in turn reflects the quality of the organization behind the product. We can readily see where a closely-knit, cooperative, and efficient organization can balance the scales whereby we register either loss or gain.

Many of us in a supervisory capacity are inclined towards being suspicious of our brother supervisors, resenting any suggestions or well-meant criticism that may be of value to us in our daily work. If we have adopted this attitude, we may be sure we are hurting ourselves and the company. The day of the lone-wolf foreman is definitely over. More and more we must depend on corresponding departments to insure our products and the material that goes into them moving along at the scheduled rate and quality.

Naturally, cost is of vital importance



HELPS AND HINTS—PRODUCTION DISPLAYS. Chicago Rawhide Management Club is pleased with results of displays of manufactured articles presented by foremen of various departments.

Displays have created great interest in the Club by showing steps of production. Left to right: Louis Cerone, Adam Lewandowski and Steve Vician.

in any competitive field. Cost begins the moment a man is hired, a blueprint drawn, a tool picked up, a switch turned on. Indirect cost is, in many ways, as important as direct physical cost. Top management these days not only draws on men for supervisory jobs because of leadership qualities but because they have other assets as well—efficiency, ability to adapt themselves to changing conditions, and ability to work well with others.

By careful study of our products and methods of manufacturing, by careful thought in placement of machinery and material in relation to our areas of operation, by a genuine feeling of human warmth toward our subordinates and brother supervisors, we will find that cooperation and teamwork comes naturally—and we can begin truly to call ourselves foremen.

J. B. Harrison
Production Foreman
Husmann Refrigerator Co.
St. Louis, Missouri

IF YOU ARE MY BOSS

You can best help me by pointing out to me what you consider to be my weaknesses.

(1) Let me understand wherein my past has fallen short. Explain to me the basis on which future action will be taken as it will relate to both my past and future performance.

(2) Make me feel that I belong. Help me think along lines which you hope will make for a closer relationship between us. Make of me a person, not just a clock number.

(3) Give me an opportunity to unburden myself of any pent-up emotions. Guide me to a better understanding of my relationship to my job and the management of my company.

(4) I look to you to suggest to me the things which will improve my ability, and the quality and quantity of my work. To fail me will reflect discredit to those above me. Contribute through your helpfulness to my future development.

Roy Bryant
Durkee Famous Foods
Elmhurst, L. I. N. Y.

'RABBIT' MARANVILLE AT QUEENS COUNTY CLUB

QUEEN COUNTY, N. Y.—"Rabbit" Maranville, one of the "all-time greats" of baseball, spoke at a Sports Night held by the Queens County Foremen's Club February 21. More than 200 attended. Maranville had a fund of stories gathered during his 30 years in baseball.

He urged more sandlots for children to develop the ball players of tomorrow. He also advocated softball playing between 12:00 M. and 1:00 P.M. at factories. An official movie of the 1948 World Series was shown.—J. Szabo.



BOSS SERVES EMPLOYEE—Turnabout is fair play as Charles Haneline, ground service manager for United Air Lines in Chicago serves a meal to one of his men, Phillip Miller, ramp service man. Miller and 33 others were honored recently with a special DC-6 flight over two states for being the first shift of employees on United's system to outfit themselves in new-style work uniforms. Supervisors served luncheon.

'BOSS! SERVICE PLEASE'

"Hey Boss! Please pour me another cup of coffee."

Thirty-four ramp servicemen and their guests recently were treated to a special Mainliner 300 (DC-6) flight at Chicago by United Air Lines for being the first shift on the airline's system to be completely outfitted in "new look" uniforms. Highlight of the two-hour flight was the serving of a roast duck luncheon by top Chicago station officials. For 75 per cent of the men, it was their first flight.

The new gray-blue uniform is replacing the familiar white coveralls at company stations from coast to coast. The outfit consists of gray-blue trousers of heavy cotton whipcord with shirt to match; navy blue battle jacket of wind resistant and water repellent cloth, and ski-type longbill cap of navy blue.

Pilot of the special flight was Harold Knoop, United's Chicago manager of flight operations; co-pilot was W. A. Ransom, Chicago flight manager. C. E. Haneline, Chicago manager of ground services, and W. H. Moulton, station service manager, donned chefs caps and white aprons while acting as stewards and serving the luncheon.

A ventriloquist attended a negro funeral unknown to the mourners. Afterward, one of them was telling a friend what had happened at the cemetery.

"You won't believe it, Mose," the narrator said, still wild-eyed, "but when dey begins to lowah Joe in his grave, he says, 'Lemme down easy, boys'."

"And did dey finish burying him?"

"Man, Ah don't know. Ah didn't stnoy."



CONVAIR CLUB NIPS BALL CLUB IN ROUND TABLE GAME—Cedric Durst watches the "pitch" as umpire in a "ball game" between two three-men teams, one from Convair Management Club, the other from San Diego Padres, Coast Conference baseball team. Idea was for Convair Clubmen to answer sports questions; for Padres to field aviation questions. Convair won by a slim margin. Starting with Durst (left to right) around the table: "Bucky" Harris, new Padre manager; Bill Starr, Padre president; Dain Clay, Padre outfielder; Bill Gramer, moderator who tossed the questions; Milt Stoughton, Convair project engineer; Sam Hughes, Convair Experimental Department; and D. C. Wilkens, Jr., Convair director of industrial relations.

CONVAIR CLUB TAKES VERBAL 'BALL GAME'

SAN DIEGO, CALIF.—A "baseball" game in which two three-men teams tangled was feature of the February meeting of the Convair Management Club of Consolidated Vultee Aircraft Corporation. Competition was between three Convair clubmen and three members of the San Diego Padres, a Coast Conference baseball team.

The program actually followed a "quiz kid" pattern with a baseball flavor. Object of the game was for the baseballers to handle aviation questions pitched by a moderator, and the Convair team was on the receiving end of sports questions fired from the same source. At the conclusion of the contest the scoreboard showed the aircrafters to be the winners by a narrow margin.

The Padre team invited to the Convair sandlot was composed of Bill Starr, president of the club; Stanley "Bucky" Harris, new manager; and Dain Clay, outfielder. Wearing the Convair club's colors were D. C. Wilkens, Jr., director of industrial relations; Milt Stoughton, project engineer; and Sam Hughes, Experimental Department.

The tussle, which was fought out around a round table, was umpired by

Cedric Durst of Convair's Plant Protection, a former New York Yankee player. Bill Gramer, a special events director of a local radio station, acted as moderator. The program was recorded and rebroadcast later the same evening.



Editor and Publisher (AMERICAN AVIATION Publications) Wayne Parrish, speaking before TWA Management Club during cheering reception for new TWA President Ralph Damon as he told the men that Damon is "tops" in aviation industry. Damon on his right, NAF Club President Bill Mitchell on his left.

'WE WANT DAMON'

KANSAS CITY, MO.—A rousing demonstration greeted Ralph Damon February 17 as he stepped toward the speaker's rostrum to make his first appearance as president of Trans World Airline before the Kansas City Management Club.

A second after Damon rose to speak, the hall burst into cheers. Martial music blared over the public address system, colored streamers and confetti floated through the air and more than a score of members bearing placards proclaiming "Win with Damon", "Damon Has Seen the Light", and "We Want Damon" fought their way toward the front of the room through the cheering, whistling crowd of TWAers.

Visibly pleased by the reception, the new president finally made himself heard. "I've never been welcomed like this before!" he said. "Now I know how Truman was elected . . . and four years from now I hope to have another term in TWA!"

"I hope those signs come true and I'm sure with the work of such enthusiastic associates they will."

Damon said he considered it an honor to be elected TWA president and to become a member of TWA's team. He also expressed his intentions of meeting personally all the members of the club and "the people who look to you and me for leadership."

A few minutes later Wayne Parrish, editor and publisher of AMERICAN AVIATION publications and guest speaker, referred to Damon as "the best president in the country."

"I think it is TWA's very great and good fortune to have Ralph Damon as president," Parrish remarked. "There is no man in aviation more highly respected and no man in aviation whose reputation and record are higher."

"TWA has a magnificent domestic

network of routes and the finest international route. It has a long and distinguished record in the air transport industry. It has a very fine group of pilots, very fine personnel on the ground, a good operating record—and a spirit and a will to go forward. With Ralph Damon in the driver's seat, I predict a long and very happy and productive relationship.

"His coming with TWA is one of the finest things that has happened in our business for many years. The heartiest of congratulations are due to all concerned."—Bob Helmer.

GRAND SHEET METAL WORKS MANAGEMENT CLUB (of Chicago)—The Club's third meeting in 1949, held March 3 at Midwest Athletic Club, was honored with two guest speakers: R. E. Yadon, agent of F.B.I. and Herman Dorfman, inventor of the Dorby cooker.

Mr. Yadon explained qualifications required of an applicant and the careful investigations and intensive training before acceptance into F.B.I.; also techniques used in a few cases dealing with spies during the war.

Mr. Dorfman explained the theory of the infra-red ray cooker and how the idea originated while he was in the U. S. Army Air Force on B-29 bombing expeditions. After his discharge, he decided to materialize his great dream, even though scientists and engineers tried to discourage him.

The meeting was adjourned and all present were treated to hot dogs ala Dorby and all the trimmings.—L. J. Leonard.

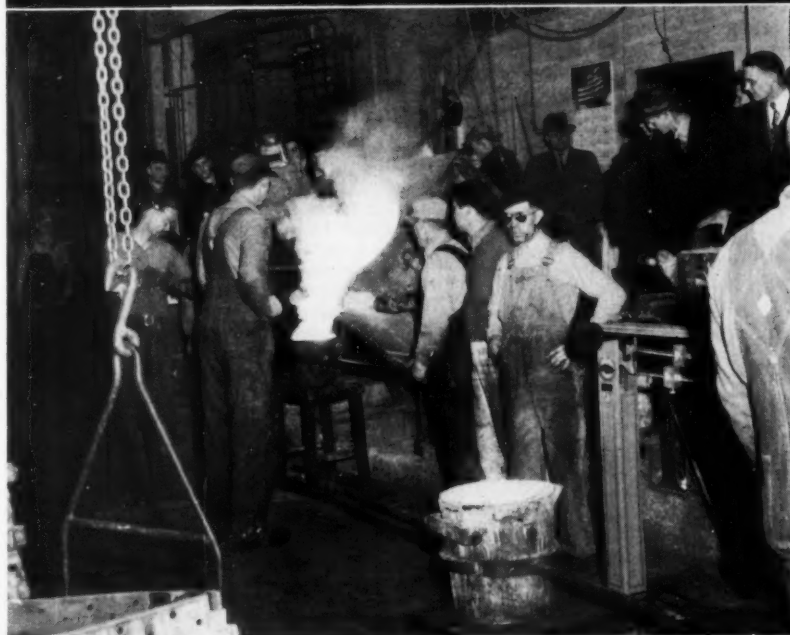
PITTSBURGH PLATE GLASS MANAGEMENT CLUB (of Baltimore)—The February meeting was highlighted by an address by Harry Sanders, foreman, Bristle Department. He told about the bristle, principal ingredient of paint brushes manufactured here.

Following his was a talk by James H. Heroy, Jr., of the Manhattan Office of the Company, on the difficulties of buying bristle under present inflationary and wartime conditions in China.

Principal guest was John C. Smith, vice president of Blaw Knox Division Foremen's Club, Blawnox, Pennsylvania.

OLIVER MANAGEMENT CLUB (South Bend, Ind.)—February 17 found approximately 115 gathered at the Bronzewood Room, LaSalle Hotel for their monthly dinner and to hear Ray Monsalvatge of NAF. During dinner a strolling mandolin player provided songs and music.

The speaker, who because of his wonderful personality seemed to be more like one of us than a guest and will probably always be referred to as Ray (partially because most of us are ashamed of the way we hashed up his last name), proved exceptionally fine. His message, plus his magincianal trickery in putting over a point, was excellent.



When 200 participated in Greater Portland Management Club tour of Electric Steel Foundry Company, one of the West Coast's largest. The Club sponsors a monthly plant visitation.

Mr. Monsalvatge is recommended as a speaker by our organization; his abilities belie his age and added experience is bound to make him one of NAF's best men. We trust his appreciation of us is half as great as the esteem we have for him.—J. E. Guedling.

BLAW-KNOX DIVN. FOREMEN'S CLUB (Blawnox, Pa.)—The Club held its monthly dinner meeting, February 19 at Hotel Webster Hall, Pittsburgh. Among the 75 present were two guests from National Supply Company, Etna, Pa., and John Handzlik, a tool crib attendant from the Machine Shop. Mr. Handzlik is a writer and composer of

songs. Two of his numbers were presented for the first time: one a solo by Mario Funari, a club member, who sings with the Pittsburgh Opera Company; the other a piano selection by Mrs. John Lippincott.

The Club is pleased to announce that the Waste Control Committee, organized the first of the year, has been meeting regularly and that a well rounded program has been planned. It was designed to develop in each employee an understanding of his responsibility for individual and division security through reduction of overhead and related costs. The program, which has the enthusiastic support of Management,

operates through personal contacts, placards and bulletins for presentation of many facts inherent to total operations.

The Educational Committee is extremely active—has extended its program to broaden its value as a factor in further development of members as citizens and managers. By means of films and other media, it is now emphasizing the "American Way of Life" and planning panel discussions on industrial activities.—M. E. Olson.

TULSA MANAGEMENT CLUB—The Club's program to make supplemental education available to its members begins with the subject "Effective Speech for Management Men". It has been well accepted and subjects projected for the future include Parliamentary Law, Human Relations, Industrial Psychology, and Labor Relations. All are club sponsored and utilize services offered by the Tulsa Public Schools Adult Educational Program.

This group is representative of Tulsa's management men, ranging from foremen to vice presidents, from men in their twenties to men in their seventies. And as their age and status vary, so do their specific desires for self-improvement. In this class, some seek correction of diction, some a cure for rostrum jitters, some to learn more effectively to "think on their feet".

William Voight, instructor, is doing an excellent job satisfying each individual's needs and his recording equipment has been invaluable.

William Weichel, at the rostrum, (see photo this issue), is one of the most enthusiastic members. His 78 years have not dulled his constant search for self-improvement.—C. E. Bohn.

FOREMEN'S CLUB OF TOLEDO—J. B. "Bernie" Driscoll of Electric Auto-Lite Company became the 22nd president of the Foremen's Club of Toledo at the annual meeting held February 16 in auditorium of Macomber Vocational High School. Mr. Driscoll succeeded Charles I. Webb of the Toledo Edison Company, who had served as president the past two years.

Other officers whose election was announced were William Mann, Jr. of the Toledo Edison Company, first vice-president; John Harron of the Sun Oil Company, second vice-president; and Harry J. Baumker, Macomber Vocational High School, was re-elected secretary and treasurer.

Mr. Baumker, who had served as president for the 1939-40 season, was one of the men who had founded the Toledo Club on March 25, 1925.—B. Bowker.

ATF FOREMEN'S CLUB—Our American Type Founders, Inc., Club held its annual Ladies' Night at the Robert Treat Hotel in Newark, N. J., February 12.

Last year the club decided to give additional stimulation to attendance at this outstanding annual affair by ex-



"Effective Speech for Management Men" in session as Tulsa Management Club participants hear William Weichel, personnel manager, Southern Mills. Left to right, rear to front: Messrs. O'Bannon, Kitchingham, Cochran, Gorsuch, Quidy, Brown, Reeder, Clark, McGouney, Rush Gay, Richards, Ruley, Bohn, Rodebush, Voight; not in photo: Messrs. Whitaker, Colgin, Loveless. (Sasser Photo.)

tending personal invitations to the wives of the members of the club. This idea proved so successful that the practice was followed again this year with equal success.

Cocktail hour started at 7 o'clock with Manhattans flowing freely from the multicolored cocktail fountain. For those who did not care for Manhattans, there were Daiquiris and highballs. Following a very enjoyable cocktail hour, the guests sat down to a delicious roast beef dinner served from "soup to nuts" in the fine manner for which the Robert Treat Hotel is famous.

After dinner, John Ruben, who was general chairman of the affair, introduced our President Ed Williams and Vice-President Bob Nelson, who in very brief speeches extended their greetings.

The entertainment consisted of three acts by professional Broadway entertainers. The dancing to Carl Miller's orchestra lasted until the wee small hours of the morning.

In keeping with past practice, the date for this annual affair was set as near as possible to Valentine's Day. In recognition of the day each lady was presented with a beautiful string of pearls and a matching set of pearl earrings. These favors were enthusiastically received.

Those assisting John Ruben on the committee for this outstanding affair were: Stan Koney, Jim McGuire, Barney Crowley, and Don Gildea.

The fee for those attending this dinner-dance was a stiff one, but all present had a wonderful time.

FOREMEN'S CLUB OF COLUMBUS—The Club membership was saddened to read of the death of C. S. Hyatt, vice president of the Columbus Coated Fabrics Corp., a civic leader and booster of management unity. He passed away on March 8 at University Hospital after a two months illness.

Saturday morning, March 26, saw some 300 members and friends of the

Club touring the busy Columbus Bolt and Forging Company plant as guests of their management club and the company president, Robert M. Rex. After a two-hour hike through the shops and offices, the group was entertained with refreshments. An unique feature was the lack of small groups with guides. Under the direction of vice president, W. Ray Speer, tour chairman, the CBF Management Club made it possible for guests to tour the plant at their leisure and see 28 operations going. They were guided by painted stripes on the floor, strategically posted employees capable of answering questions, and a printed folder describing the operations. Visitors were further informed about the plant and its functions by means of gigantic signs on the equipment and a well prepared writeup about the company, which was handed out after the tour.

"Bosses Night" was observed at the Club's April dinner meeting with Colyer Snyder as speaker and sponsored by Columbus Coated Fabrics Corp. with its president, Hugh E. Nesbitt, as co-chairman. Attended by some 500 members and their bosses, the meeting saw the certification of 70 members in two educational classes: Industrial Psychology, led by Bernard Bass of Ohio State University; and Production Control, conducted by Jack Hinde of Columbus Bolt and Forging Company.

Two final classes in the 1948-49 educational program of the club will begin in April: Techniques of Job Instruction and Job Methods Improvement, led by Richard Herbst, safety director of Columbus Bolt and Forging Company; and Slide Rule Manipulation, led by Celso Gentilini, redesign engineer, National Electric Coil Company.

The Educational Program was given additional impetus in March with the purchase of a 16 mm sound projector and 35 mm slide film and recorder for the showing of training and entertainment films in the club and loan to shop

clubs and members companies for use in similar programs.

GREATER PORTLAND MANAGEMENT CLUB—"Progress Thru Motivation" was the theme of the club's 4th Annual Conference on March 19. Harold M. Gowing, personnel manager of Iron Fireman Manufacturing Co., Portland, was Program chairman. Norton A. Peters, production manager, Dairy Coop. Assn., was Conference chairman.

The club's once-a-month plant visitation has been generally successful. This year, we have visited the Reynolds Metals Co.; a paper mill; freightways plant; apprenticeship school of Portland; and Electric Steel Foundry Company.—F. Hewett.

JOY MANAGEMENT CLUB (Michigan City, Ind.)—The Club had their regular monthly meeting on March 7. Miss Maxwell from the American Airlines showed color film taken in Mexico and other points and gave a very good talk along with it.

Mr. Ackridge from the NAF Chicago office was also present and gave a very fine talk on "A Foreman's Investment."

On March 2 we started a public speaking course with Purdue University and 36 of our club members are taking this course. Things seem to be going along in good shape.—Charles Glaze.

CARBORUNDUM FOREMEN'S CLUB (Niagara Falls)—The Club members attended two important functions during February.

On the 16th along with all management men and women from assistant foremen to executive vice president, they sat in on a management conference on the subject "Meeting the Challenge of a Buyer's Market". E. R. Broden, vice president in charge of

operations, opened with a discussion of "1948 Results, 1949 Objectives." After a fine dinner the conference continued with various department heads and technical personnel discussing problems of manufacturing, sales, research and industrial relations. The general theme was improvement of service to customers.

On the 19th the Club held its annual party at the General Brock in Niagara Falls, Ontario. Wives of members were again guests of honor. Everyone enthusiastically entered into the festive spirit.

Members in charge of the party: Dexter White, general chairman; Dent Lackey, co-chairman and master of ceremonies; Russell Fitzgerald, Dinner Committee chairman; Dean Fredericks, Refreshment chairman; Charles Smith, Entertainment chairman; William Ruffner, Tickets and Publicity chairman.

Everyone agreed that parties like this should be held more often.—Roy Shelsso.

SHERWIN-WILLIAMS MANAGEMENT CLUB—A point of interest concerning our Third Annual Chicago Management Conference was that three of our members acted as chairmen for committees and approximately 50 members made advance reservations for the Conference.

In a return bowling match between our Club and the Wyman-Gordon Foremen's Club, the tables were turned and S-W was defeated by total team score of 9552 to 9348 pins.

The Club entertained the Wyman-Gordon Club as guests at the monthly meeting, March 1. Entertainment consisted of a plant tour, an interesting performance by a group from the Acro Theatre of University of Chicago and an informative talk by E. Berg (Paint Lab.) on the merits of a new S-W product.—D. L. Mains.

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NATIONAL TUBE SUPERVISOR'S CLUB (Gary, Ind.)—Our February 16 meeting was thoroughly enjoyed by a large attendance of members and guests. Seventy five guests were present including two NAF national directors: Jerry Turek of Dole Valve Company and Bruno Duda of United Specialties Company; also representatives from three NAF clubs: Management Men of Chicago, Management Club of Steger Furniture Company and Sherwin-Williams Management Club.

Fred Smith's inspiring talk on "Human Relations" coupled with his warm Southern humor made the evening most successful. He gave us all a closer look at what an average American working man is, what he wants, and what he is looking for in his boss. He also contended that industry must learn to decide what is right instead of who is right.

The program was rounded out with an interesting color movie on making of newspapers: "FROM TREES TO TRIBUNES."—M. Schmidt.

OLSON RUG COMPANY SUPERVISOR'S CLUB—Our March meeting was another banner event. Two guest speakers introduced subjects, which although widely different in topic, still had something in common: "Security" dealt with our own system of Social Security; and the other with conditions in the Soviet nation, where total lack of any security is appalling.

Speaker James Ellis is district super-



Foreman Harry Sanders of Pittsburgh Plate Glass Management Club of Baltimore delivers an address on "Bristles" with which his department is concerned. Speech making enjoys deserved popularity among foreman groups these days.

MANAGE April 1949

visor, Social Security Board, here in Chicago, and a very good authority on the subject. Our foremen received a wealth of information useful when workers approach them on unusual situations under Social Security. Many times the foreman is at a loss for answers. Mr. Ellis explained many points in an unusually interesting manner.

Our second speaker was an escaped prisoner from a Russian slave camp, Walter Chylinski—whose articles for the CHICAGO TRIBUNE were published recently and who is now at work on a book of his experiences—regaled us with tales of his adventures, both as a prisoner and as a "free" man wandering through the Soviet state after his escape. He spent a year and a half in this manner, gaining a complete insight into conditions behind the Iron Curtain. He was not reluctant in sharing his knowledge with us.

Question and answer periods followed both speakers and the enthusiasm with which the members participated proved the interest stirred up by the speakers.

The Olson Rug Company Supervisor's Club staged a social or "Get Acquainted" party for the members, wives and a few friends, on March 19.—Earl F. Jarvis.

SCULLY - JONES MANAGEMENT CLUB (Chicago) — Clarence Akridge from NAF national headquarters talked briefly to the Club at their meeting the night of March 2—about himself and what he hoped to do for them as NAF members. Before leaving for another meeting, Mr. Akridge presented to J. A. Scully, president of Scully-Jones, his gold NAF pin in recognition of the fine work being done by Mr. Scully and others in similar positions throughout industry.

Speaker for the evening, Melvin J.

Evans, talked about his experiences in the management field. He pointed out that to cure the ills which beset industry, supervisors must have developed four areas of their lives (job, home, play or hobby, and faith). Summarizing his talk on "Democracy In Action," Mr. Evans reminded the members not to sell America short in industrial leadership.

Our Club is proud of the fact that one of their members, Henry Ernst, was chosen to manage the 3rd Annual Chicagoland Management Conference. Conference was sponsored by 40 NAF affiliated clubs in the Chicago area—held April 2 at the Congress Hotel.—J. R. Brown.

GRAYSON ADMINISTRATION CONFERENCE (Lynwood, Col.)—In a celebration killing two birds with one stone, on the dual occasion of Washington's birthday and National Security Week, the G.A.C. held their monthly meeting on February 22. The decorative theme was carried out with a Washington motif and beautiful Angelinos Restaurant was scene of the festivities.

Andy Andrews, outgoing president, was presented with a plaque by Mil Alway, new president. Tom Pender presented the "Mugs of the Month" to the three current mugs: Joe Lewis, Ronald Henderson, Al Pisonero. T. T. Arden, executive vice president of Grayson Controls, presented 15-year service pins to Bennie Henn, Roy Woolsey, and Joe Lewis and was in turn presented with a 10-year service pin.

John Byrne reported on the new formed anti-communist organization and at the suggestion of Roy Hamilton, the club sponsored the granting of a request to donate a flag to a blind war veteran. A motion was carried to write the government to turn over surplus

hospital facilities to the Veterans Administration.

Feature of the evening's entertainment was a talk by Commander Clayton R. Simmers of the Seal Beach Navy Base. Commander Simmers talked on national security and two films were shown. One "Operation Crossroads" and the other "The Fleet That Came to Stay".

The meeting adjourned with a pledge of allegiance to the flag.—Joe McMillan.

KING'S COUNTY FOREMEN'S CLUB—The monthly dinner meeting of the Club was held February 17 at the Park Vanderbilt in Brooklyn. Featured speaker was Dr. Arthur Secord, on the subject "Personality and The Industrial Foreman". Dr. Secord, currently with Brooklyn College, Department of Speech, is a superb public speaker with a sense of humor. He pointed out four fundamental qualifications for a well rounded personality. First, perhaps most important, is sound health. Second is knowledge—of yourself, your job, and the abilities and interests of those who work under your supervision. Third is confidence in your ability and the ability of others. And finally, courtesy toward your fellow men regardless of their rank.

The class in "Effective Speech and Personality Development" sponsored by the Club got under way in February. Sessions are conducted by Ralph Zink, professor of speech at New York University. Interest and enthusiasm (of 16 class members) is such that after only three sessions of the twelve week course, an advanced course has been suggested following the present course.

This is one example of the Club's efforts to fulfill one of its objectives: development of better foremanship through increasing the skill and knowledge of its members in handling every day problems in human relations.—E. A. Valet.

TAYLOR FORGE MANAGEMENT CLUB—February Management Club meeting was held in the library of the Taylor Forge & Pipe Works, Chicago. A blood donors group has been proposed and Alphonse Pepalis as chairman along with Ted Luga as co-chairman have been given responsibility of initiating the membership into this great plan.

The "spot-lite" speaker for the meeting was our own William E. Deckwerth, chief accountant: "Your Problem and Mine—Income Tax". Bill as usual supplied answers to many a perplexing problem which our group was concerned about. The Program Committee deserves generous applause for arranging a speaker of Bill's caliber when this subject is on the tip of everyone's tongue.

The 3rd Annual NAF Chicagoland Management Conference was held April 2 at the Congress. Oscar Mayer, president of the Oscar G. Mayer Company, was general chairman. President



AFTER DINNER DISCUSSION following Speaker Melvin J. Evans' address at March meeting of the Scully-Jones Management Club in Chicago. Left to right: Henry Bucker, Mr. Evans, Orvil Matteson, J. A. Scully, Company president; Clarence Hemminger, H. D. Long, Company executive vice president; Irwin Kambeitz. Mr. Evans heads his own management engineering firm of the same name in Chicago.



As Nathan W. Shefferman, director of Labor Relations Associates of Chicago addressed Globe American Management Club of Kokomo, Indiana; Globe American Corporation's President A. P. Chester, at his right, and Club President Delbert Allen.

of our club, Edwin Ross, handled publicity. Yours truly was appointed by Mr. Ross as aide-de-camp. The program included panel groups of sound and experienced leaders in Industry and Management. Panels included: International Affairs—How Will It Affect Management; Developing Management Men Through Education; Personnel Relations—A New Outlook; What's Your Role In Government; Management Men Are Good Advertisers; Competition Stimulates Good Management. The Chicagoland Committee's conference theme: "Management Men Through Leadership Protect A Free Nation."

With ever present turmoil in international affairs both here and abroad, the eight words of the theme bear out a very definite significance in our American Way of Life. (Editor's Note: Chicagoland Conference notes written in advance of the event.)—S. Slazyk.

GLOBE AMERICAN MANAGEMENT CLUB (Kokomo, Ind.)—Our January guest speaker, Nathan W. Shefferman, was formerly head of employee relations for Sears Roebuck Company. He is currently head of Labor Relations Associates, Inc. of Chicago, and has been active throughout the country as a labor and management mediator. Some of his outstanding work has been done with the West Coast Teamsters Union, and they have nothing but the highest praise for him.

This meeting was the highlight of our year's activities and many guests were in attendance, including leading industrial heads of this city, members of the Chamber of Commerce, and our own A. F. of L. union officials.—J. M. Matthews.

The treasurer, dictating a letter: "From the comparative size of the coal shipment and the bill, I should say you got them mixed—you should have sent the coal by mail and the bill by freight."

Europe's Foremen

From Page 13

not start these special studies unless his coal-miner father could afford the extra tuition! Unless, accordingly, his father possessed either the extra earning power or the thriftiness required, the lad of ten had to pass by the switch leading to the possibility of promotion and thus abandon all imaginable chance at promotion for the rest of his life!

Contrast that with the way our correspondence and similar schools enable a miner to take an examination at his county-seat and thus, with the help of practical experience, begin to climb up the job ladder into management. As a matter of fact, more than a few of today's successful coal operators have done just that. I know of one mine where, outside the technical-school-graduated superintendent, every operating department was said to be headed by a man who, some years before had been a miner—but ambitious enough to complete a home-study course or two.

Altogether, one of the most significant figures symbolic of our American "Land of Getting On" is the large number of millions we spend or, it is proper to say, we gamble every year on such adult studies. Incidentally, one of the country's best-known correspondence schools was started when, many years ago, Pennsylvania awakened to the problem of safety and proceeded to enact so many and such complicated laws that outside instruction had to be provided for the state's foremen.

Our "Gamble"

Needless to say, it is because this our American kind of gambling on ourselves is so much better than the gambling and the hopelessness produced by Europe's hard-and-fast "class" fetters, that such huge numbers of Europeans now beset our consulates in their anxiety to leave their "Land of Holding On."

Oddly—and luckily—enough, one reason why the agitator-salesman of Communism have not gained more converts here amongst us is that, usually, they were born abroad and hence have failed to adapt their "sales-talk" to this colossal difference in the opportunity and outlook of our workers here as compared with that of workers over there. . . .

Our Problems: Seniority And Foremen Status

All this means that, even though the foreman in Europe generally enjoys high status above his subordinates, he nevertheless finds it a lot harder to climb farther up the ladder of job-importance than here.

But this does not mean that we should be complacent. Granted that our situation is immensely better from every point of view, two big needs remain today amongst us.

The first is that all our promotions be based upon merit and not upon either pull or "straight" seniority. Unquestionably, the increasing pressure now exercised by many unions for this last is a result of management's too frequent exhibition of favoritism. But if our American Industry is to continue efficient, both union and management must, for their own good, put more steam and drive upon the requirement of "fitness and ability" along with "length of service." To this end, job-evaluation and merit-rating should prove helpful, though these will probably never obviate the need of a certain amount of personal judgment.

The second—and hardly less important or timely—need is for management to re-establish the authority, dignity and status of foremanship and so to make it unthinkable that any rank-and-filer would refuse the offer of it.

The seriousness of the situation which brings about such refusals has already been discussed in these columns. Similarly serious and deserving of discussion is the way too many unions now insist on "telescoping" our American job-ladder—on reducing the differentials of pay and perquisite enjoyed by the skilled and the responsible few in comparison with the unskilled and non-responsible many. In time this cannot fail to fasten on us here the same over-emphasis upon a static and illusory "Security" and the same under-emphasis upon "Opportunity and Self Improvement" that have so long hog-tied Europe's workers. Especially now that taxation is not only so high at the bottom level but increasingly high at all other levels, these narrowing differentials of both money and honor are sure to so slap down our distinctive zeal, initiative and ambition that in spite of our abundant material resources, our own level of living will gradually slide down to that of Europe.

All my experience with what that level—also the hopelessness—means over there, makes me want to utter from the bottom of my American heart a fervent:

"May God forbid!"

From Page 9

you cannot fulfill. Don't play one employee against another. Don't gossip. Have the courage of your convictions tempered only by wisdom and diplomacy.

(2) *Be dependable.* The greatest compliment that can be paid a person is to say that their word is their bond. Unfortunately this great virtue often goes unrewarded. Be dependable in all things. Some aspects of dependability are found in uninteresting and undramatic fields. Take for example punctuality and attendance. The immediate supervisor sets the example for the department. Regularity and dependability are contagious qualities. Dependability takes on other forms—your subordinates must feel that they can look to you and depend upon you to represent their best interests. *If they can't look to you with assurance they will look to others, often outside the organization.*

(3) *Be tolerant.* By tolerance we mean the ability to set aside personal prejudices and personal likes and dislikes and judge impartially on the merits of a situation. Tolerance often takes the form of expecting no more from a person than that person can reasonably give. Tolerance is the quality that guides us in the recognition of human qualities and human frailties. Tolerance should not be carried to the point that sub-standard performance is accepted and inef-



Be tolerant, eh what!

iciency is rewarded. Tolerance is not akin to weakness.

(4) *Be enthusiastic.* The quality of enthusiasm can often be misunderstood because it so often relates to moods. Enthusiasm is the quality that permits the wholehearted entrance into an activity on a sustained basis rather than the youthful effervescence that changes with each new experience. Enthusiasm and sincerity are necessary qualities for those activities which have

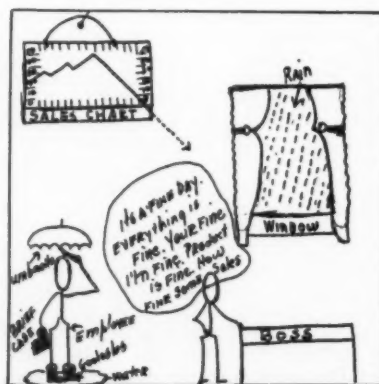
as their purpose the stimulation of others. Enthusiasm is affected by the condition of the health—lethargy often reflects a bilious kidney as well as a mental attitude. In either case, remedy is recommended. The supervisor should clear up his personal attitude toward his work because he cannot be enthusiastic about that which he dislikes, or doubts or disbelieves.



Be enthusiastic; be cheerful; respond!

(5) *Be confident.* Confidence comes from being prepared for all eventualities. A poorly trained supervisor will lack confidence unless he natively is "cocky" regardless of conditions. We hear of "quiet confidence"—this reference probably has its meaning in the fact that those who are confident rarely find it necessary to set up the distraction of noise (loud talking) in order to hide their inadequacy.

Cockiness usually leads a person into stupid utterances and unstudied action that often leads to disaster. Few supervisors are called upon to make snap judgments and hair-trigger decisions. Confidence in one's ability to cope with situations and the wisdom that gets facts before analysis goes a long way toward selling a supervisor to his associates.



Be confident! Never doubt! Chin up, always.

Business is a system of sentiments formed in the daily contact of the employees with their supervisors. There must be visible supervision—each group of employees must have leadership. If the attitude of the employees toward business institutions is negative it is because insufficient attention has been paid to these daily contacts. Some men grow with responsibilities while others just swell. We have been and presently are in a period when it is necessary to sell free enterprise—maybe a better expression would be to say explain free enterprise rather than sell it, because when we do explain it, it sells itself. Understanding is important to acceptance. The best salesmen we have are our supervisors—all they need is the training, the recognition and the real opportunity to do a job. They are the first line of defense against those who for selfish reasons or because of ignorance are willing to sacrifice our democratic way of life and our freedom of opportunity. Yes, this is flag waving and it's about time we set aside our reluctance to discuss the magnificent job done by American business and get out and beat the bushes and tell the story of business. The first step in accomplishment is to develop our P.D. and sell our employees by demonstration through intelligent supervision and employee relations.

Publicly Speaking

From Page 15

The foreman that can not sell himself to his men will naturally not be able to sell his ideas, orders and instructions without dissension, dissatisfaction and disapproval, and when a foreman creates doubt in the minds of his men, he is slipping. A slip made by a foreman can be serious, not only to his standing as an individual, but also to the effect it may have upon production. This may be directly or indirectly, at once—or even in many cases at some future date.

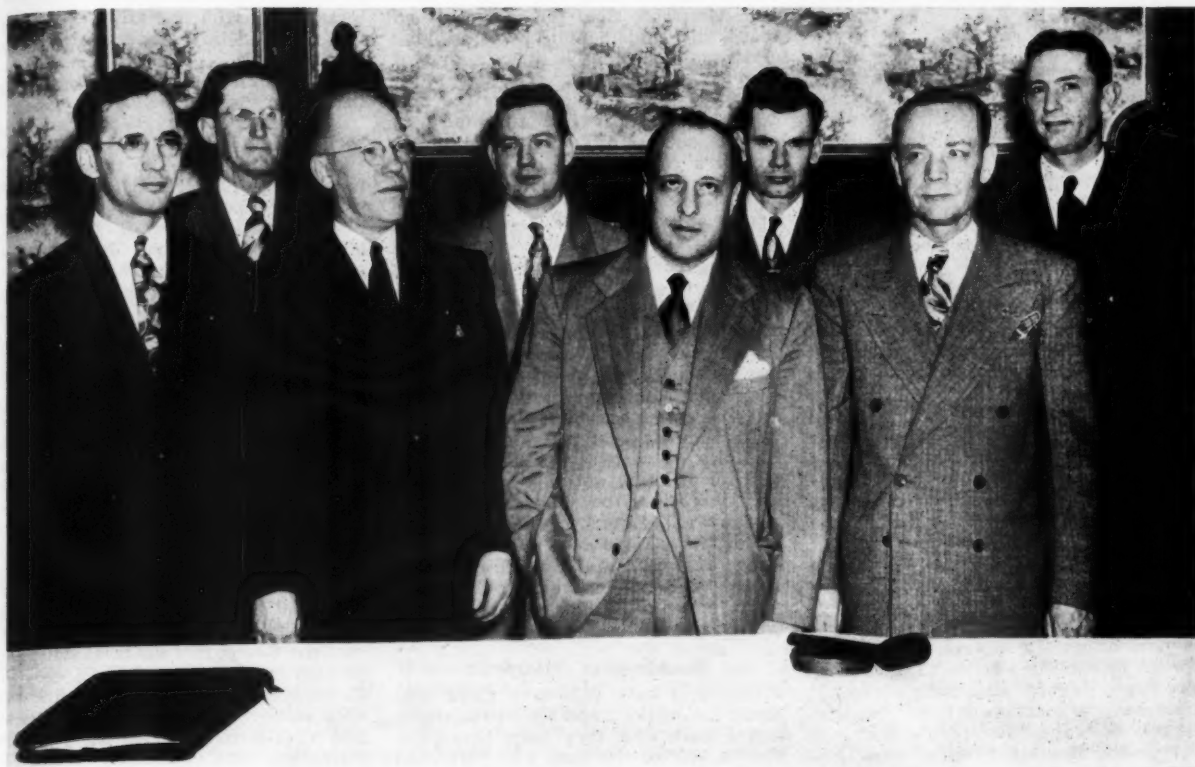
A foreman that can not sell his personality, reliability and fairness to his fellow-man is not a good foreman. A foreman who can not sell his integrity, honesty and ability as a valuable asset for the firm for which he works, is not going to be slated for a better job in the future.

All these statements I have made point to the fact that salesmanship is definitely a foreman's obligation to himself.

In closing I would like to leave just one question in your mind, "What are you, as a foreman, doing toward selling yourself and your services?"

A local wolf said to a chicky chick, "C'mon up to my apartment and I'll show you my etchings."

"Oh, George!" she exclaimed. "How thrilling! You're the first man I've met in a month who has an apartment!"



New officers of Aluminum Ore Foremen's Club, East St. Louis (left to right—front): Elmer Holshouser, secretary; W. R. Bean, Board of Control; B. O. Yockey, treasurer; W. H. Leek, vice presi-

dent; (back row): E. B. Adams, Board of Control; R. J. O'Connor, president; Martin Fischer, installing officer; J. R. Fox, Board of Control.

Looks at Training

From Page 14

and a half had passed and there on the blackboard was a concise, easily understood outline of "The Fundamentals of Supervision", "Basic Principles of Supervision" and "The Four-Point Method for Handling Job Problems". And the conference members were the ones who developed it.

That was the first enthusiastic and enjoyable conference on training methods I ever attended. I was enthusiastic because I could see that I had known most of the things brought out in the conference for a good many years, but that I had not made proper use of my knowledge.

There were nine more conferences on the fundamentals of supervision, some of which had moving pictures as part of them, and many of which had demonstrations and examples which were volunteered by the conferees. Later, a series of three conferences on the subject of "Safety" were given and still later a series of three conferences on the "Free Enterprise System". At present we are preparing a series of conferences on "Costs".

In our plant there are approximately 300 members of supervision who are eligible to attend the conferences. Attendance is not compulsory, although each member of supervision is sched-

uled to attend, and it is expected that he will attend unless his work requires his absence. The conferences are all run on company time and with conference leaders selected and alternated by the Supervision Training Committee and the Training Supervisor.

No Longer "Okay, Joe, You're A Foreman Now"

Let's go back to the old days again for a minute. Whenever I picked a new foreman I used to walk out in the plant, find him, make a few remarks and say, "Okay, Joe, you're now a foreman; let's see if you know how to handle men." I might correct him a few times if he made mistakes in dealing with men, but it was largely a matter of sink or swim. If he got into trouble, I figured the foreman must be right, and the man with the grievance a trouble-maker.

Today, in our plant we select our foremen with a great deal of care. The methods we use are well worth describing at another time. After we have made our selection the new foreman attends conferences on the "Fundamentals of Supervision", "Safety", and "Free Enterprise System" before he starts his work as a foreman.

The transition from a worker to a member of management can be a difficult one. For years the foreman candidate has been dealing with machinery

and chemicals, and while he might understand their functions perfectly, he may be almost ignorant of the things that make a real foreman, the ability to get results through people instead of machines.

Our chemical plant is one of the most highly coordinated operations in the entire industry. Nothing but perfection in housekeeping, safety, maintenance and chemical control can be tolerated. We require the very best from our supervision, and we intend to give our supervision the very best materials to work with. We think our supervisory training program is one of the best tools we ever developed.

Here is one old-timer who wishes he had attended such a training program 20 years ago. And when I think of some of the bosses I have had, how I wish some of them had also done more studying of the ages old "Principles of Good Supervision".

MANAGE CALENDAR

Apr. 29	Southwestern Ohio Personnel Conference	Dayton
May 23	NAF Seminar	Dayton
June 18	Fourth Annual Regional Industrial Conference jointly sponsored by NAF and Allegheny College	Meadville, Pa.
June 23	NAF Board of Directors Meeting	Milwaukee
Sept. 22	26th Annual NAF Convention	Detroit

MANAGE April 1949

To His Men

From Page 11

ment to the extent of 50%, and as high as 80% under excess profit tax? Naturally, you would not play in such a game, and for that same reason very few new enterprises have been started lately.

And please do not confuse old established concerns with new enterprises. Any new enterprise is a gambler's risk, while investments in established concerns offer less risk.

When I started to develop my die-casting process, I had \$300—and a good job. Every dollar I could save I put in my die-casting idea. I borrowed first from relatives and friends who believed in me, and then I borrowed from others to whom the idea and the possibility of developing a profitable business appealed. In those days, you could attract venture money, because if you succeeded you could keep most of your profit for building up and developing your business. Also, you could reward the men who took the risk.

For the same reason of high taxes it is now difficult to obtain capital even for an established concern. Therefore good profits are absolutely essential because corporations must depend largely upon their own surplus earnings to provide funds for replacement, improvement and expansion.

In our own case we have spent about 6½ million dollars, within the last 3 years, to expand, to improve and to make our plants the most modern and best places to work. We used accumulated surplus to finance that program. Any growing concern needs capital to expand; to replace old tools with modern tools; to take advantage of new developments and to offer steady employment.

It is possible, of course, for the profits of a business to be too high for its own good, or for the good of the national welfare, just as it is possible for them to be too low.

Generally speaking, competition is a restraining influence on abnormally high profits. Competition will automatically cut high profit margins by loss of orders. It is certainly that way in our business. For instance, last week in our sales executive meeting, it was reported that we were losing orders on a certain kind of casting. We adjusted our prices immediately to become competitive again.

In a competitive system, profit is the only measuring stick by which the value of goods and services can be finally determined. An individual or a corporation offers its goods and its service in a free market. No one is compelled to buy. The volume of resulting business depends solely upon the number of buyers who place a greater value upon having those goods or services than upon the money they cost. There can be no profit when people keep their money rather than enter into such a transaction. On the other hand, a profit means that in the judgment of many people the goods were

more desirable than the money. And that is the fundamental law of business and regulator of profit in our kind of system.

And in such a system it is the first duty of a corporation like ours to operate successfully, or with a profit. Unless a corporation operates with a profit it becomes an economic misfit and does not justify its existence. That opinion was effectively expressed by a highly intelligent labor-leader who said "The worst crime against working people is a company which fails to operate at a profit." Another labor-leader expressed the same thought this way, "We have learned the lesson that when opportunities for profit diminish, opportunities for jobs likewise disappear."

To have our company operate successfully or with a good profit, is the task for all of us, not only management and executives, but also white collar workers and factory workers—in other words, for all workers. In plain language, no corporation can achieve a full success unless each worker, no matter what color his collar, gives a day's work for a day's pay.

Stockholders' Viewpoint

So far, I have spoken a great deal about the workers and the management and I have said very little about the stockholder or the man who furnished capital and risks his money with us.

To give myself a well-balanced point of view I have acquired the habit of looking over our list of stockholders occasionally. We have about 5,300 stockholders. I am always impressed with the variety of names. There are many women; many estates, usually with children involved; some colleges and schools; doctors; ministers; and numerous trust funds; and there are many R.F.D. addresses, apparently small businessmen, farmers, etc.

I receive many letters from stockholders, some from very old people who thank me for our dividends. In some cases our dividend checks are their main support.

It must be plain to you, that an executive like myself, who is responsible for the success of a company like ours, which has its capital furnished by such people as I have described to you, has a great moral obligation. It becomes a sacred trust. And it is not alone my personal responsibility but in my opinion also the responsibility of each and all of our 8,000 workers. An employee of ours, who is not doing the work he is paid for, is violating the trust of the widow's money, the minister's savings, the trust fund for children of an estate, and of all others who have placed their savings in our trust. Any man who violates such a trust is not a good and useful member in the human family.

"The Reputation Of A Company Is Vital"

Besides that, there is also the problem at times to attract and to obtain new money or capital in an emergency. The reputation of a company, which is

mostly based on operating at a profit, is more vital in an emergency than in normal times.

Let me tell you an experience I had in 1932 in the depth of a depression.

It was in February 1932 when I was told by the Chemical Bank & Trust Company's credit office that I had exhausted my full credit line and that I could not expect any further loans. Our bank loans at that time amounted to about \$900,000. That dead-line decision found me in a position of insufficient funds to meet our payroll within a few days.

I spent a sleepless night trying to find ways and means to carry on. In the early hours I came to the conclusion that my only chance was to persuade the Chemical Bank to extend further loans, and for that purpose I would request a personal interview with the president of the Bank.

Luckily I was granted such an interview. As I stepped into Mr. Percy Johnston's office, president of the Chemical Bank, he greeted me by saying "I am glad you came to see me." I assured him that "I was grateful for the interview." When I offered to present the Company's financial statement, he told me that he knew all about it. In his typical way of going to the core of a subject, he informed me that he had already investigated my past performances and business record. He seemed pleased to tell me that I had an excellent record and apparently had great ability to manage a manufacturing concern, which was proven by years of good earnings and growth.

After a pause of two minutes, the longest silence I ever experienced, he said that the Bank would consider further loans but only under one condition. Again a pause, during which many thoughts flashed through my mind, such as bankruptcy, losing control over my business, etc.

Finally he said, "The condition is that you do not jump out of the window!" The newspapers of that morning had carried the news of two industrialists who had committed suicide by jumping out of their office windows.

Mr. Johnston's re-assuring way of urging me to stick to my job, with confidence and courage, resulted in paying off the entire loan within two years.

I am presenting this story to you, to impress you with the importance of this fact—that a good reputation plus the vital factor to be able to operate a business on a profitable basis were used as the measuring stick of my ability as a manager and to determine whether I was a good credit risk for the capital the company needed.

Now, some workers have the notion they get nothing out of the company's profit. They think it does not affect them personally. Those who have that distorted opinion should be reminded that a concern which has no profit, cannot offer bonuses, pensions, insurance, promotions, steady jobs and many other securities and advantages you know of from your own experience.

The fact is, we are partners in this company and it is to everybody's advantage

vantage and it is every employee's business to see our Company stay successful. I rely on you to instill that spirit in each one of our employees.

What's Ahead?

By way of conclusion, I might observe that wherever I go in these days and whoever I contact in our organization, the first question always is "What is the outlook? What is the future, and will we have a depression?"

I do not wish to adopt the role of a prophet, and you must consider my opinion as the thoughts of a human being who has been wrong as often as he has been right.

With that limitation, let me say, there always will be ups and downs, lean and fat years and bright and dark days—such is life. We must face them, we must accept them, we cannot avoid them.

But in regard to the near future, let me say this: I believe within a year, we will experience an adjustment period. These current high prices of everything are bound to meet buyers' resistance which will not be overcome until prices come within the reach of most of the people. That adjustment period will not be a depression. It might affect us to the extent that we will have to work on a 40-hour basis, or even fewer hours for a little while. But there will be no drastic set-backs, like unemployment for a long period and/or shutting down of plants. For the long distance view, I have great faith for a prosperous and peaceful world.

This world of ours has never suffered from over-production. It is suffering from under-consumption. It seems to me the present world-wide adjustment of better distribution of wealth will

correct in time the present faulty condition of under-consumption. However, there are other corrections necessary for lasting prosperity. Among these I would list:

No. 1. Labor and Capital must have a better mutual understanding and a more constructive relationship. The constant uneconomic strikes by labor can only end in ruin for all.

No. 2. We need a correction of abnormally high prices and profits. To accomplish that, Government and Industry must agree to a workable plan, or be controlled.

No. 3. We need a constructive and intelligent tax system which will allow the creating of venture money, which is the life blood of industry and makes possible the birth of new industries and new jobs.

Should we be big enough and smart enough to make these corrections, I am positive we will enjoy a long era of great prosperity and many social advancements.

I have not mentioned the possibility of a war—this time an atomic war. Should that happen, civilization will be thrown back centuries. God forbid such a catastrophe!

In our field of die-casting, which is fundamentally a labor saving process we seem to have a future of greater growth than some other industries. As I have said, in that faith, we have expended during the last three years, 6½ million dollars for expansion. We bought another plant only a short time ago, and we are still dreaming of additional plants.

Two years ago at a dinner of the Die Casting Institute which I attended as

guest of honor, I predicted that our Company will have sales of 100 million dollars before 1952. I hope to do it before 1950 is over. For your information, our sales this year are about 75 million. My expectation of 100 million dollar sales in 1950, should be convincing proof to you of my faith in our future.

In closing I would like to leave with you a few thoughts which you may find have merit. As you know, I had a very humble start in my business career. I had one hand-operated machine, which is now on display in the Smithsonian Institute in Washington. That small beginning, like the proverbial acorn, grew into our present company oak whose size is measured by 8,000 employees, seven plants and a sales-volume of 75 million dollars.

The road I travelled was a rough one. I had to overcome obstacles which at first seemed impossible. I was knocked down hard a few times, but I kept going. I may have faltered in results but I never faltered in my efforts to go forward. As I look back, those knock-downs were good for me.

On that road I gathered a lot of experience and made many observations which developed into a definite philosophy of life.

I would like to leave a little of that philosophy with you. I hope you will benefit from it.

It consists of four rules of living.

First, Forget the past. Nothing can change the past. Regrets will never help you, tears are useless, so forget it.

Second, Do your very best each day— It brings satisfaction, pride of accomplishment and peace of mind, besides being your duty to do so.



As members of United Specialties Company Foremen's Club of Chicago, with their wives and sweethearts, held their second annual Valentine Party. Festivities included dinner, dancing, and

refreshments. Shown are most of the 44 attending couples, including Bruno Duda (arrow), national director of NAF and former Club president.

Third, *Enjoy the present*—The present is the only definite thing you have; make good use of it. Never miss an opportunity for happy hours. These lighter hours will help you to bear the darker ones.

Fourth, *Expect the best of the future*—Nobody knows what the future has in store for you, so you might as well expect the best. As a proof I refer to President Truman's latest election experience.

If I could live another life-time, those four points would be my basic philosophy. And if you will plan the rest of your life on that formula, nobody can stop you from having a contented living with the best possible chances of success and happiness.

Good night and good luck.

Cover

From Page 2

1942, he rose to the presidency of the Company in January, 1944.

In addition to being president and a director of the Pittsburgh Plate Glass Company and the Pittsburgh Corning Corporation, Mr. Higgins is a director of the Mellon National Bank and Trust Company, the A. M. Byers Company, the Westinghouse Electric Corporation, and the Pennsylvania Railroad. He is a trustee of the University of Pittsburgh, the Magee Hospital, and the Dollar Saving Bank of Pittsburgh. His club and social affiliations are many and prominent.

Mr. Higgins was married in 1910 to Helen Agnew of Lancaster, Pennsylvania. The Higgins' have a son, James H., and a daughter, Elizabeth A. (Mrs. Thomas E. Rhodes). Mr. and Mrs. Higgins presently reside on Woodland Road, Sewickley, Pennsylvania.

Fact and Opinion

From Page 19

need more ammunition in a form simplified so that it can be understood by the men in the shop departments with whom the foreman is anxious to talk these things over. The other evening we had the pleasure of meeting W. Walter Williams, chairman of the Committee for Economic Development. We told him that their Committee studies would be of great value to foremen if they could be presented in a form much less academic. We were encouraged by his indication that they were seeking ways to do this. We believe, Mr. Rising, that the daily in-the-shop leadership possibilities of forty thousand American foremen should be of more than ordinary interest to industrialists.

Send to The American Heritage Foundation at 17 E. 45th Street, New York for their booklet "Good Citizen" (15c). It describes the "working tools" of good citizenship—tells how to use them. The booklet explores nine fun-

damental concepts—some might provide a basis for conference study, club programs, or community projects.

Write to Nicholson File Company. 29 Acorn St., Providence 1, R. I. for bulletin No. 137 on "Special Purpose Files" (no charge). Contains well illustrated information on WHEN, HOW and WHY to use various types of files.

The Carborundum Company: H. P. Erbe transferred from Cleveland to Pittsburgh District Sales Office as office manager replacing F. H. Appenrodt (resigned); R. L. Heimstadt from Detroit to Cleveland Sales as office manager; D. S. Masson from home office to Detroit as assistant to district sales manager.



A "Time Machine", rigged up for meeting of Wood County Foremen's Club of Parkersburg, "brings back" some characters from the past. Left to right: H. J. Haddox as Professor Moolof; F. E. Mason as the Kid; G. E. Oller, Jr., as Alley-oop—all from Parkersburg Rig & Reel Company.

"We, the readers"

Editor:

As a member of the Rocky Mountain Foremen's Club, I receive the monthly issue of MANAGE Magazine.

I enjoy reading this publication, and find that it contains a world of valuable information.

For the past several years we have heard a great deal about management. I would like to contribute my definition of what management is composed.

Men of
Ambitions whose
Natural and
Acquired talents
Gain them
Education which
Motivates their
Enthusiasm to
Notably greater
Thinking

Yours very truly,

THE MERCHANTS BISCUIT COMPANY, SUPREME BAKERS

Wilbur V. Sprenger

Production Superintendent

Contributors

From Page 4

pending upon its success for their pay checks.

"We're happy to tell others, Mr. Doehler, what you are telling your management men."

Contributing Editor Whiting Williams was previously introduced to our readers (MANAGE—October 1948—P.11). Several months ago he re-visited the scenes of his earlier employment in Britain and on the Continent. His story about Europe's foremen combines the observations of the earlier and more recent sojourns abroad. We are fortunate to have his features which are written with uncommon "flavor."

Mr. Harold W. Wheeler, superintendent of TEL Operations, Ethyl Corporation at Baton Rouge, tells us that his article "An Old-Timer Looks At Training Programs" is his first attempt at writing for publication. From the smoothness with which he writes, we should say that he has been "hiding something under the old bushel."

Mr. Wheeler was born in Winthrop, Massachusetts in 1903. Up to his graduation from Northeastern University at Boston (B. Ch. E. Degree, 1925) he worked on various college-industry cooperative jobs. He first became a foreman with Oxford Paper Company in 1926. From 1928 to 1945 he was associated with E. I. duPont de Nemours and progressed from foreman up the many management steps to plant production manager (1942—Baton Rouge plant). He has been associated with Ethyl Corporation in his present capacity since 1945.

He is a member of the North Baton Rouge Lions Club and of the local Chapter A. I. Ch. E. (active organizer and elected first chairman). Mr. Wheeler is married—has two sons and two daughters.

"Hope to have your contributions again, Mr. Wheeler."

Mr. John Michael Hulina, Blaw-Knox Company foreman (at Blawnox, Pa.) is taking a course in public speaking in his local NAF management club. The presentation "Publicly Speaking" gives the substance of an address he gave before his fellow club members.

Mr. Hulina is 38 years old, married and has three children. He graduated from high school at Bessemer, Pa., studied electrical engineering and is a graduate of Keystone Radio Institute in junior radio engineering. Was with Bessemer Limestone and Cement Company until 1933 when he started with Blaw-Knox where he has worked in several capacities until becoming a foreman, at present in the Process Shop. Hobbies: radio servicing, model trains, reading.

"Nice to have your speech, John Hulina."

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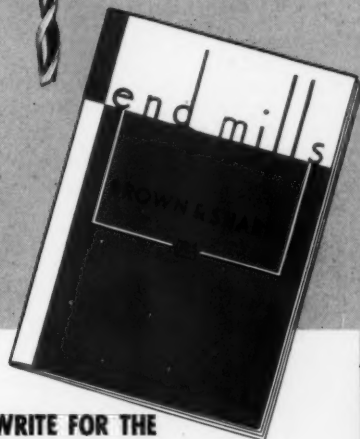
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Double-End End
Mill with $\frac{3}{16}$ "
Straight Shank.

Ball End, Two-Flute
Fast Spiral Single-
End End Mill with
Straight Shank.

Long, Two-Flute
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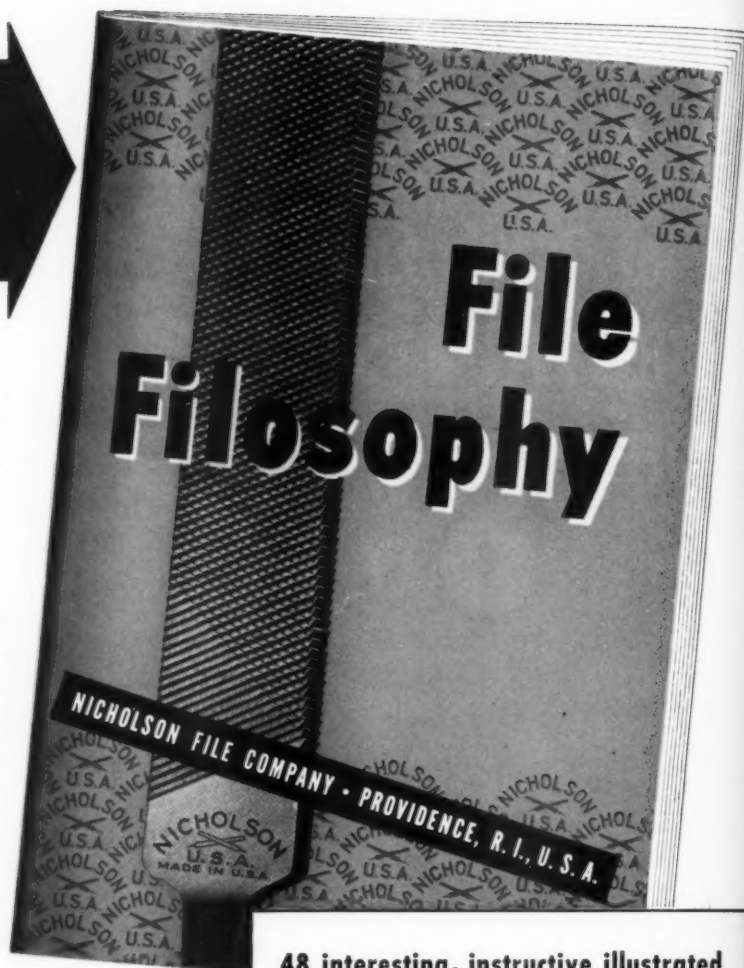
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